United Nations A/72/492/Add.2

General Assembly

Distr.: General
21 March 2018

Original: English

Seventy-second session
Agenda items 124, 134, 136 and 149

United Nations reform: measures and proposals

Review of the efficiency of the administrative and financial functioning of the United Nations

Programme budget for the biennium 2018–2019

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability

Report of the Secretary-General

Summary

During my extensive consultations in 2017, I have clearly heard concerns about the functioning and effectiveness of the Organization. They included: slow, unresponsive service delivery, fragmentation in management structures, inadequate resourcing, ineffective mandate delivery and a lack of transparency and accountability. In my report entitled "Shifting the management paradigm in the United Nations: ensuring a better future for all", I suggested a transformation of the Organization, based on sound management principles, to make the United Nations more nimble, effective, transparent, accountable, efficient, pragmatic and decentralized to better support its normative and operational activities and indicated that I would implement an ambitious reform agenda.

I suggested a new management paradigm that would empower managers to determine how best to use their resources to support programme delivery and mandate implementation. This will also mean transferring greater responsibility to managers and holding them accountable for the programme and financial performance of their programmes. It will not be a blanket delegation, but will be based on a careful consideration of the capacities of managers to receive greater delegation of authority and their abilities to properly execute it. Support to managers will be improved by streamlining and simplifying the policy framework, providing clear guidance and restructuring the current management and support departments to better support

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delivery of all programmes and provide all managers with quality assurance and strategic policy guidance.

On 24 December 2017, the General Assembly, in its resolution 72/266, welcomed my commitment to improving the ability of the United Nations to deliver on its mandates through management reform and indicated that it looked forward to receiving a comprehensive report on my proposals. The present report contains my proposals for reorganizing the current management structures at Headquarters to enable and ensure the accountable exercise of delegated authorities in support of effective and full mandate delivery, including through the elimination of duplicative functions, the establishment of a clearer division of roles and responsibilities and segregation of duties, and the assurance of appropriate checks and balances. The reorganization will lead to the creation of a Department of Management Strategy, Policy and Compliance with a clear policy, strategy and compliance role and a Department of Operational Support focused on operations, services, transactions and surge support to entities in weak environments. Both departments will service and support the entire Secretariat — at Headquarters, the regional commissions and offices away from Headquarters and in the field.

Reform processes, by their very nature, tend to focus largely on measures to improve the current system. It is also important, however, to celebrate our many achievements and to recognize that reform has been an ongoing process. My reforms will build on the achievements of past and ongoing reform efforts, as well as the lessons learned from their implementation.

I wish to pay tribute to the tens of thousands of men and women who serve the Organization with pride and dedication, often in very difficult and dangerous environments. Our reform efforts are aimed at helping them to perform their tasks with greater ease and with fewer bureaucratic impediments.

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I. Introduction

1. As our world witnesses a global landscape devastated by human suffering through conflict, humanitarian crises, human rights abuses, natural disasters, increasing environmental challenges, and economic and social inequities, the purposes and principles of the United Nations, established more than 70 years ago, remain relevant and vital. Yet to maintain the confidence of the international community, the United Nations must demonstrate its ability to adjust in order to keep pace with and address, effectively and accountably, these contemporary challenges to international peace and security, economic and social development and respect for and protection of human rights.

2. Taken together, my reports on the repositioning of the United Nations development system to deliver on the 2030 Agenda for Sustainable Development, restructuring the United Nations peace and security pillar, and shifting the management paradigm in the United Nations[1] set out a road map for strengthening our capacities to deliver on the promises envisaged by "we the peoples" at the founding of our Organization. While they are proceeding on different tracks, our efforts are aimed at achieving the same goal: a more effective Secretariat that delivers better on its mandated activities and uses its resources more effectively. Management reform will underpin and support the advancement of that goal in all areas of our work. I am grateful for the receptivity and support of Member States in each of these reform streams.

3. My report on shifting the management paradigm in the United Nations identified a number of internal obstacles that prevent the Secretariat from optimally achieving the purposes set out in the Charter of the United Nations in the current global environment. These include the Secretariat's centralized and cumbersome management structure and administrative framework. With their origins in supporting the work of the Organization in a bygone era, current practices are often insufficient to respond to the scope and increased challenges of mandates entrusted to the Organization by its Member States and do not adequately take into account the fact that the overwhelming majority of the Secretariat's financial and human resources are committed to mandated activities outside of Headquarters.

4. Adjustments to the management framework, structures and procedures will enable and support renewed vitality and innovation across the Secretariat and the United Nations system as a whole to fully support the promise of the United Nations. Building on best practices and lessons learned through previous and ongoing reform measures, these management reform proposals maintain the overarching goal of bringing decision-making closer to the point of delivery, simplifying rules, policies and procedures, decentralizing authority and enabling interoperability across the United Nations system to enhance the impact and effectiveness of our efforts. They will address the unintended consequences of previous management reforms. For example, while the streamlining of contractual arrangements under General Assembly resolution 63/250 has allowed for greater consistency in the application of staff rules and administrative issuances and eliminated major barriers for the movement of staff between Headquarters and the field, harmonization generally occurred against policies and processes originally developed for Headquarters contexts, significantly reducing the flexibility required to meet volatile and increasingly challenging conditions in the field.

5. Other proposals serve to implement the recommendations of previous reforms. For example, the High-level Independent Panel on Peace Operations highlighted the

[1] A/72/124-E/2018/3, A/72/525, A/72/492 and A/72/492/Add.1.

general need for a more field-focused framework to better support field operations and mandate delivery. While this was intended to apply to our peace operations, it is equally a concern for other entities within the Secretariat, including the offices away from Headquarters and the regional commissions. As part of the follow-up to the report of the Panel, process reviews identified key bottlenecks and recommended measures to improve process efficiency, including increased delegation of authority to senior managers, strengthened governance, evaluation and monitoring mechanisms, and updated and improved underlying policy frameworks to address the challenges of high-tempo operations. Many of these recommendations can be, and are being, addressed through my management reform.

6. Central to the success of this reform is the alignment of resource management authority and mandate delivery responsibility through my proposed paradigm shift to decentralize management structures and delegate authority to make decisions closer to the point of delivery, supported by streamlined processes and procedures and greater accountability. On the one hand, this paradigm shift will enable senior managers across the Secretariat to take effective, timelier action that is better attuned to the requirements of a particular situation or country context and to balance operational and managerial risk. On the other, it will make it possible to more adequately address risks and fairly and transparently hold senior managers to account for results.

7. Shifting the United Nations management paradigm requires considerable effort to develop simplified, common sense policies, procedures and processes; a rationalized delegation of authority framework that achieves a proper segregation of roles and responsibilities and aligns programme mandate delivery and managerial responsibilities and accountabilities; and data-based business intelligence and analysis to support management decisions and enable effective and timely monitoring and robust compliance and accountability measures. Work is progressing in all of these areas.

8. The proposed reorganization of the existing Department of Field Support and the Department of Management into two new departments — the Department of Management Strategy, Policy and Compliance and the Department of Operational Support — aims to ensure that United Nations management structures better support all senior managers to achieve effective programme and mandate delivery.

9. In its resolution 72/266, the General Assembly welcomed my commitment to improving the ability of the United Nations to deliver on its mandates through management reform and indicated that it looked forward to receiving a comprehensive report on my proposals for its consideration.

10. The present report is submitted pursuant to that request and seeks the approval of the General Assembly of the structural and staffing proposals set out in the report. If approved by the Assembly, the structures proposed in the present report will be established as from 1 January 2019. The restructuring of the two departments is post-neutral and respects the resource levels approved by the General Assembly in 2017 for the regular and peacekeeping budgets. New functions will be created within existing resources through the reassignment and redeployment of existing posts. Over time, full implementation of the reforms is expected to yield a range of benefits, including improved effectiveness of mandate delivery, improved transparency and accountability and enhanced confidence in the ability of the United Nations to deliver on the mandates entrusted to it by Member States. Some additional financial resources may be required to lay the foundation necessary to establish the new structures as from 1 January 2019, including for aligning capacities with the level of additional delegations of authority, training and transfer or possible agreed separation of staff, which may be required in exceptional situations. The extent of these requirements is

still being determined. No additional resources are being requested of the Assembly for such requirements. Instead, the Secretariat will seek to meet them, to the extent possible, through voluntary contributions.

Management culture and leadership

11. In order to fully realize the benefits envisaged from the shift in the management paradigm, the Organization will need to address existing shortcomings in management culture and leadership, as noted in my report entitled "Shifting the management paradigm in the United Nations: ensuring a better future for all" (see A/72/492, para. 100). As indicated in that report, the United Nations must move to a culture that is focused more on results than on processes, better manages administrative and mandate delivery risks, values innovation and demonstrates a higher tolerance for honest mistakes and a greater readiness to take prompt corrective action (ibid., para. 15). Leadership should be norm-based, principled, inclusive, accountable, multidimensional, transformational, collaborative, self-applied, pragmatic and action-oriented.

12. In the past two years, the Secretariat has conducted several assessments to better understand the current culture. The staff engagement survey showed that 88 per cent of staff are proud to work for the United Nations and find it a place that respects racial, cultural and religious diversity. However, additional consultations with stakeholders across the Secretariat characterized the current Secretariat culture as:

- Hierarchal, bureaucratic, procedural with a reliance on using rules and valuable time to justify mistakes rather than emphasizing better planning, compliance-oriented with a "check-the-box" mentality, Headquarter centric and inefficient
- Internally competitive and siloed, leading to mistrust and risk aversion, as well as conflicting or redundant activities
- Needing managers who invest in staff, engage staff and utilize performance management processes and tools well
- Lacking accountability and transparency

13. These assessments demonstrate that the Secretariat has key positive areas to leverage, while revealing many areas to address and strengthen.

14. Changing the management culture and leadership in the United Nations Secretariat will require action at every stage of the talent management cycle. Key to this will be the creation of a revised set of organizational expectations, expressed as leadership and management competencies and focusing on observable behaviours. During recruitment and selection, potential senior leaders and managers will be assessed to determine whether they possess the desired competencies in the context of overall organizational requirements. Mobility, within and outside of the United Nations, should be promoted, allowing staff to leave and grow in key managerial and leadership behaviours and then return to the United Nations for the benefit of the Organization. In developing talent through learning and performance management, it should be emphasized that receiving feedback and improving in those competencies is positive and demonstrates the ability to grow and correct course. Additional evidence will be obtained concerning how managers and leaders best learn and apply learning, and this information will drive the development of new programmes and tools to achieve the desired change in behaviours. These observable behaviours will also be woven into tools like 360-degree evaluations, so that managers and leaders can be provided with valuable feedback on their actions. Knowledge management is an additional enabler of change and will be integrated into learning activities and tools to help leaders and staff to harness good practices, break down silos and develop common values across the system. The Department of Management is also

undertaking a readiness assessment of the performance management framework to: (a) enable a more agile approach; (b) foster a culture of ongoing dialogue; (c) shift from the current focus on compliance; and (d) promote collaboration and greater accountability for results.

15. In order to enhance transparency, and in line with the new competencies, leaders will be expected to use data when establishing measurable key performance indicators. Senior leader compacts will be linked to departmental, divisional, sectional, team-based and individual work plans. Performance data will inform continuous performance dialogue within departments, sections and teams and will be used to assess impact, readjust approaches, develop staff and learn from mistakes to achieve better results. Such dialogue, grounded in long-term development and built through trust, need to be at the cornerstone of all manager-staff relations. Networking will be promoted and provided for more transparently to increase collaboration, break down silos, increase innovation and spread good practices. Furthermore, data will be made widely available to staff, continuously improved for quality and accuracy and used to make informed decisions. Learning and mentoring will also be provided to senior leaders so that they may develop the necessary skills to implement this approach.

16. Human resources policies are being simplified. Further review will be necessary to align policies with new leadership and management competencies, once they are approved, and to ensure that the policies are forward-thinking and reflect current and future talent in the organization. This policy simplification will go hand in hand with the delegation of authority to managers, which will be accompanied by transparent data on the consistent application of that authority. The data will expose areas in which policies need further refinement. The Secretariat will align any changes to existing and new policy frameworks across the development and peace and security pillars to reinforce accountability and transparency across the United Nations and build on good practices.

17. The results of the United Nations staff engagement survey and client satisfaction surveys will be widely shared with staff to promote transparent and honest engagement. Senior leaders will be required to submit action plans to demonstrate how they will embrace and address the feedback received from their staff and clients through such surveys. The Secretary-General will hold senior leaders directly accountable for delivering their action plans, thus contributing to sustainable organizational change.

18. Further analysis will be conducted to determine what kind of rewards drive staff to perform well and deliver high-impact results, and the findings will be used to improve accountability mechanisms. The findings will also be used to promote innovation and informed risk-taking. Greater transparency and consistency regarding rewards and sanctions will reinforce accountability, and efforts will be made to accelerate the dismissal process for staff and managers who do not achieve the desired results or who do not exhibit the required competencies.

19. The new leadership and management competencies must be applied starting at the highest levels. The Secretary-General and senior management will need to exhibit and advocate for the new competencies, as this will demonstrate to all staff that the competencies will apply even at the highest levels. Feedback from staff through biannual employee engagement surveys, and better application of performance management standards across the Organization, should lead to positive changes in behaviour that are visible to staff and management, Member States and other external clients. Finally, the desired changes in management culture and leadership should be expressed across all aspects of the United Nations, not only during recruitment,

learning and performance management, but in all the communications and actions undertaken by the United Nations and its staff at all levels.

Impact of management reform on ongoing initiatives

20. Umoja is already a key enabler of important strategic reform initiatives such as the International Public Sector Accounting Standards (IPSAS) and the information and communications technology (ICT) strategy and is poised to support other initiatives such as enterprise risk management, the global service delivery model and the internal control framework. It will be a critical enabler of the Secretary-General's management reform in simplifying processes, improving responsiveness to challenges in the field, enabling the decentralization of authority with concomitant monitoring and oversight, and increasing transparency and accountability for results. Umoja has paved the way for enhanced and faster client services, better business continuity and more rapid deployment. The globalization of operations in a single system has also created additional opportunities for greater access to faster or cheaper intra-Secretariat services and for leveraging such efficiencies for more fit-for-purpose business models.

21. The Umoja Extension 2 strategic planning, budget formulation and performance management solution to be deployed in September 2018 will enable planning and reporting on utilization of resources based on results frameworks, including contributions to the Sustainable Development Goals. This will include risk-based dashboards for programme delivery, which will permit visualization of the impact of United Nations work through performance indicators. With the ability to link resources to results frameworks, the entire life cycle of a budget, from formulation through execution and finally to performance reporting (including evaluation), can be managed in an integrated fashion, reducing the time needed to build and aggregate budgets or to review and sign off on them. The ability to retrieve detailed information quickly (or access it remotely, if needed) can also speed up legislative reviews. The implementation of an annual budget will be facilitated by this project.

22. Umoja Extension 2 also includes modules that are critical to the success of the implementation of the supply chain management approach, including in demand planning, supply network planning and transportation management. Improvements in enterprise resource planning tools will promote greater transparency, allow further streamlining of processes and facilitate best value for money by leveraging economies of scale and improving Organization-wide planning, inventory management and delivery optimization. The consolidation of procurement and logistics into an integrated end-to-end office of supply chain management will position the Secretariat to take full advantage of the future Umoja modules.

II. Overview of the new structure

23. The reorganization of the two existing departments into two new departments will support the paradigm shift to an effective decentralized Secretariat management framework that equips and empowers senior managers to meet their programme and mandate delivery objectives. The proposals set out in the present report reflect the principles brought to the attention of the General Assembly in my report on shifting the management paradigm of the United Nations (A/72/492), specifically: unity of command and purpose; clarity of roles and responsibilities; and empowered delegations of authority that are rational, holistic and decentralized as far as possible, within an established risk framework, in which risk assessments are supported by analytics and individual oversight data and the exercise of delegated authority is supported, monitored and designed so that form follows function.

24. The existing departments were established at different times and for different purposes. The mandate of the Department of Management encompasses the full range of authorities for the management of human, financial and material resources for the entirety of the Secretariat. The remit of the Department of Field Support is focused on dedicated support to peacekeeping and special political missions, as well as United Nations support to the African Union Mission in Somalia, operating within management authorities delegated to it by the Department of Management, which the Department of Field Support subdelegates. The differing scope of the mandates and delegated authorities results in inconsistent levels and types of service to different types of entities across the Secretariat. Moreover, the division of responsibilities between the Department of Field Support and the Department of Management in the support of peace operations is often unclear. Piecemeal delegations of authority, duplication of effort, the design and application of policies originally crafted for non-mission settings and repetitive processes with multiple departmental handover points all contribute to lengthy timelines and diluted accountability for such critical business processes as budget formulation, recruitment and procurement. Delayed management action and support creates frustrations in both departments, in peace operations and among Member States.

25. Moreover, many of the services delivered by the Department of Field Support to peace operations are also required by other parts of the Secretariat. In fact, many departments and offices already benefit from some of these services. For example, the pools of rostered candidates built through exercises managed by the Field Personnel Division are available for use across the Secretariat. The Geospatial Information Section of the Information and Communications Technology Division provides geospatial and cartographic services to the entire Secretariat. The Information and Communications Technology Division also supports the requirements of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals, and the monitoring of the information and communications technology infrastructure across the Secretariat is currently centralized at the Global Service Centre and run as an enterprise service by the Department of Field Support. The current reform offers an opportunity to ensure that the operational support provided by the Department of Field Support is more systematically available across the entire Secretariat.

26. Similarly, while the services provided by the Department of Management are global, the reform will ensure that strategies, policies and compliance mechanisms apply across the Organization, including peace operations. The proposed new structure is designed to deliver tailored solutions to account for different clients, with a robust performance management framework supported by the organizational structures, staffing and technology required for transparent and efficient operations. By separating management strategy, policy and compliance from operations and ensuring that both departments support the entire Secretariat within their clearly defined roles and responsibilities, the Secretariat will be able to eliminate duplication, streamline processes, create synergies and provide more timely and effective management support to programme and mandate delivery across the Secretariat.

27. In recent years, the Secretariat has undertaken several initiatives to improve the ability of missions to deliver in the field. These include the September 2017 guidance on mission support structures, which addressed identified shortfalls and incorporated recent developments in best practice, such as the adoption of the supply chain management approach, the expansion of shared services, the implementation of the environmental strategy and the further development and deployment of Umoja. Over the next two financial periods, field missions will implement a standardized structure whereby directors and chiefs of mission support will oversee three pillars within their mission support components: an operations and resource management pillar, a service

delivery management pillar and a supply chain management pillar. The key change is the introduction of the operations and resource management pillar, which will provide greater coherence in forecasting, monitoring, planning and coordination by uniting cross-cutting mission support functions. This initiative is separate from, but complementary to, both the management reform and the global service delivery model. The proposed structure of the Department of Operational Support includes clear counterparts to each of the three proposed pillars, which will facilitate the delivery of operational advice and support from Headquarters to missions, among other clients, and enable them to responsibly exercise their delegated authorities.

28. While addressing the structural challenges to effective and accountable mandate delivery is critical and is the subject of the present report, it will not be sufficient to ensure that the Organization is able to deliver. The reorganization of the management structures at Headquarters to facilitate the paradigm shift to a decentralized Secretariat must be accompanied by a strategic and comprehensive review of the Organization's regulatory framework to support the new management paradigm and reflect the reality that the bulk of the activities of the Secretariat — representing the overwhelming majority of its human and financial resources — take place outside of Headquarters duty stations. Such a review has been initiated under the leadership of the Department of Management, and a new human resources management strategy, as well as proposed amendments to the Staff Regulations and Rules of the United Nations, in full alignment with the management reform principles, will be presented to the General Assembly for its consideration during the main part of its seventy-third session. Beyond these measures, however, the Secretariat must undergo a longer-term culture shift to allow for the full benefits of the various streams of reform to be realized.

29. While the present report focuses on the structures of the proposed Department of Management Strategy, Policy and Compliance and the proposed Department of Operational Support, it cannot be stressed enough that the focus of the management reforms is on the empowerment of the nearly 100 discrete departments, offices, regional commissions, tribunals and field operations that make up the Secretariat and that the new management structures exist to support these client entities in delivering their mandates effectively and accountably. Moreover, many of the services currently provided by offices away from Headquarters and regional commissions to other offices in the same duty stations are the type of services that will be provided by the Department of Operational Support in the future. In order to minimize disruptions in support and to leverage the specialized knowledge and relationships that have been built up over time, the Secretariat envisages that the offices away from Headquarters and regional commissions will continue to deliver location-dependent services, on the one hand, and operational support functions to their existing clients on behalf of the Department of Operational Support, on the other.

Department of Management Strategy, Policy and Compliance

30. Under the new paradigm, the Department of Management Strategy, Policy and Compliance will facilitate the timelier, more effective, transparent and accountable delivery of mandates across the Secretariat. It will provide policy leadership in all management areas through a clear, integrated global management strategy and policy framework and through strengthened monitoring, evaluation and accountability mechanisms that oversee the exercise of delegated authorities in a decentralized management paradigm. It will contribute to a culture of continuous learning and accountability and promote innovation in business models throughout the Secretariat, with a strong focus on the field.

31. The Department wili encompass three pillars: a finance and budget pillar responsible for policy and guidance on all strategic issues related to programme

planning, budgeting, finance, and programme and financial performance; a human resources pillar providing strategic direction and policy leadership in the area of human resources; and a business transformation and accountability pillar which will combine capacities for monitoring and evaluation, risk management, organizational performance measurement and support to business transformation and innovation. The Department will also, jointly with the Department of Operational Support, manage the activities of the Office of Information and Communications Technology.

32. The Office of Finance and Budget will act as the central provider of policy, instruction, guidance and advice for all programme planning, budgeting, finance, and programme and financial performance across the Secretariat. It will develop and promulgate policy on financial and budgetary matters. It will ensure a culture of responsible, transparent and accountable fiscal management, in which financial resources are planned, utilized and reported in an effective and efficient manner.

33. The Department will play a key role in shaping the organizational culture, including through enhancing diversity, organizational development and leadership, learning, career support and performance management. The Office of Human Resources will provide strategic direction and policy leadership in all human resources matters. The Department will align the Organization's human resources capacity with its mission and mandates through the development and refinement of a global human resources strategy and innovative policies based on both organizational and staff needs.

34. The Office of Human Resources will monitor emerging human resources management issues throughout the Secretariat and manage staff-management relations by ensuring the effective participation of staff in issues relating to staff welfare, including conditions of work, general conditions of life and other human resources policies. The Office will also be responsible for administrative law and conduct and discipline matters for the entire global Secretariat.

35. Central to the activities of the Department will be the Business Transformation and Accountability Division, which will establish and mainstream accountability systems to drive a results-based culture and the proactive management of risk. By leveraging the global management reporting capabilities of Umoja and other enterprise solutions, the Division will use business analytics to provide real-time support on performance to senior managers and other internal and external stakeholders and will conduct management reviews and quality assurance functions in a cycle of continuous improvement. It will review the findings and recommendations from the oversight bodies and will support managers in self-evaluation activities from which they and the Organization can learn and improve planning and decision-making. It will also continually seek opportunities to modernize and innovate and will manage large-scale business transformation projects.

36. The Department will be responsible for the development, implementation and monitoring of an enhanced delegation of authority framework that clearly aligns authority with responsibility and for monitoring its application. Delegations of authority will be underpinned by a clear and simplified policy framework, which will be reviewed on an ongoing basis to ensure that it is effective and efficient in supporting the delivery of mandates and the added accountability associated with clearly delineated roles and responsibilities across the Secretariat.

37. On management issues, the Department will represent the Secretary-General before relevant expert and intergovernmental bodies, such as the Advisory Committee for Administrative and Budgetary Questions, the Fifth Committee and the International Civil Service Commission, as well as inter-agency coordination mechanisms, including the High-level Committee on Management of the United

Nations System Chief Executives Board for Coordination (CEB), and in the conduct of staff-management consultations.

Department of Operational Support

38. The proposed Department of Operational Support will be the operational arm of the Secretariat and the client-facing interface for operational support matters in the new management structure. It will have two main functions: to support decision-making by empowered senior managers through advisory capacities closely focused on the point of delivery; and to support the implementation of decisions through operational support, including shared transactional services. In addition, it will support entities within the Secretariat, such as small offices at Headquarters or in the field, that lack either a dedicated executive office or administrative unit or the capacity to meet the demands of surge requirements or unusual circumstances. In exceptional circumstances, the Department will exercise delegated authority on behalf of entities or field operations, such as during mission start-up or when the Secretary-General has withdrawn delegations of authority at the recommendation of the Department of Management Strategy, Policy and Compliance.

39. The Department will broadly be organized into four pillars: an operational support pillar that will be responsible for advisory capacities and operational activities that benefit from consolidated global planning and execution; a shared services pillar that will perform location-independent and administrative tasks and other corporate services through shared service centres; a special services pillar that will provide cross-cutting support, such as planning and analysis, exercise delegated authority on behalf of clients to whom authority has not been delegated or from which delegated authority has been withdrawn, and support start-up, surge, transition and downsizing activities; and an administration division responsible for day-to-day support, including in facilities management, information technology and administrative services to clients at Headquarters. Detailed information on the shared services pillar is presented separately in the report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/72/801).

40. The Department will also jointly manage the activities of the Office of Information and Communications Technology.

41. When clients require advice on the exercise of their delegated authority, their business partners would be their first point of contact. The advisory capacities within the Department of Operational Support will serve as a resource for business partners. For cases requiring exceptional policy clarification, the Department of Operational Support will seek the guidance of the Department of Management Strategy, Policy and Compliance. Having a consistent approach to providing advice to clients across the Secretariat will address many of the challenges faced today and will facilitate analysis of trends related to the types of issues that affect clients.

42. The operational support pillar of the Department will consist of the Office of Support Operations and the Office of Supply Chain Management, each of which will be led by an Assistant Secretary-General.

43. The Office of Support Operations will consist of the Human Resources Services Division, the Health-Care Management and Occupational Safety and Health Division and the Capacity Development and Operational Training Service. The Office of Supply Chain Management will draw upon the combined resources of the existing Logistics Support and Procurement Divisions to allow the Organization to have the right goods and services at the right place, the right time and the right cost, all while ensuring the requisite segregation of duties. In addition, a dedicated Uniformed Capabilities Support Division will integrate the activities currently performed by different parts of the Department of Field Support and the Department of Management

that support the end-to-end force generation, deployment and reimbursement process, and will serve as a single point of entry for support issues related to military and police contingents, thereby improving the quality of interaction with troop- and police-contributing countries.

44. The Division for Special Activities will oversee a range of specialized or cross-cutting operational capacities. A large part of its responsibilities will be to support start-up, surge, transition and liquidation requirements and to exercise authority on behalf of entities to which authority has not been granted owing to a lack of capacity or from which authority has been temporarily withdrawn. The Division for Special Activities will also include a cross-cutting Resource Planning and Analysis Section, an operational planning capacity to identify and plan for emerging support requirements and a dedicated support partnerships capacity to manage relationships with non-Secretariat entities that the United Nations has been mandated to support, such as the African Union or the Group of Five for the Sahel.

45. Finally, the Division of Administration will provide dedicated support to clients at Headquarters similar to the support provided by directors of administration in the offices away from Headquarters. Support provided by the Division will include business partner functions for offices in New York that lack a dedicated executive office, visa and travel services, facilities management, and local information and communications infrastructure and technical support.

Office of Information and Communications Technology

46. A single Office of Information and Communications Technology will be established through the consolidation of the existing Office of Information and Communications Technology in the Department of Management and the Information and Communications Technology Division in the Department of Field Support. As this Office will both perform some policy- and standard-setting functions and deliver operational support to clients throughout the Secretariat, it will retain reporting lines to both the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support. Given that ICT is a cross-cutting function underpinning the Organization's core mandates and activities, a single entity to cover the Organization's operations and business processes from end to end under a single integrated structure with a holistic approach to the delivery of ICT services will meet client needs. ICT is driven by the rapid pace of technological change. The placement of strategy, policy and compliance functions within the same office as ICT operations will enable rapid and responsive service delivery, particularly in relation to standards and architecture, and will facilitate continual updates and improvements to the compliance framework. The unified ICT structure will allow the Organization to leverage the gains already made and to expedite the remaining elements of the ICT strategy. It will also enable an agile approach and leverage technology and innovation to enable the core work of the Organization.

Management Client Board

47. The Management Client Board, an internal management body co-chaired by the heads of the two new departments, will serve as a feedback mechanism between the Department of Management Strategy, Policy and Compliance and the Department of Operational Support and client entities. Membership will include rotating representatives of each of the different types of client entities across the Secretariat, namely, departments and offices at Headquarters, offices away from Headquarters, regional commissions, peace operations and field-based offices of special advisers and envoys. The Board will serve as a mechanism by which the different types of clients can ensure that the Department of Management Strategy, Policy and

Compliance and the Department of Operational Support are aware of and better able to address their particular requirements and concerns, thereby improving the ability of the two departments to best support all Secretariat entities in achieving the purposes of the Organization and delivering on the mandates established by Member States. Where an operational requirement is identified, the Board will also feed into policymaking processes, including the development of field-specific policies, if required.

III. Delegation of authority

48. The Secretary-General is the chief administrative officer of the United Nations, as established in article 97 of the Charter of the United Nations. Currently, the Secretary-General delegates administrative authority to the Under-Secretary-General for Management, who may then subdelegate it. Under the current delegation of authority framework, there is no consistency in how the various types of authority are delegated and subdelegated. They may be delegated ad personam or by function. They may be delegated fully or partially. Whether a senior manager in a particular entity has a higher degree of delegated authority than another manager — if that particular manager has delegated authority at all — is generally more a matter of past practice than a structured assessment of risk or responsibilities. When the level of delegated authority is insufficient for the execution of required tasks, decisions must be taken elsewhere, where there may not be as much knowledge about the specific requirements or context, introducing delays in implementation. Furthermore, in most cases, authority is delegated directly to directors of administration or directors of mission support, bypassing entirely the head of the entity, to whom mandate delivery is entrusted. Altogether, the existing system entrenches a misalignment of the responsibility for mandate delivery and the authority needed to manage the financial, human and material resources required for mandate delivery. The misalignment both impedes managerial action and dilutes accountability. The General Assembly, in its resolutions 53/221, 64/259 and 71/314, has articulated concerns about the functioning of the existing system of delegation of authority, and the incremental measures taken in the past to address those concerns have largely been ineffective, as noted by the Office of Internal Oversight Services, the Board of Auditors and the Joint Inspection Unit. The Board of Auditors also recommended that the Administration review, update and rationalize the current delegations of authority.

49. The General Assembly, in its resolution 71/283, stressed the need for the Secretary-General to address the deficiencies in the current delegation of authority system through the promulgation of well-defined roles and responsibilities of individuals at all levels to whom authority is delegated, systemic reporting mechanisms on monitoring and exercise of delegated authority and actions to be taken in cases of mismanagement or abuse of authority. To that end, the Secretariat undertook a comprehensive mapping of the flow of the current delegations of authority. During 2018, a comprehensive review of the existing authorities and an assessment of individual capacities and monitoring requirements will be completed.

50. To meet these challenges, the Secretary-General has decided to delegate directly to heads of entities across the Secretariat the full administrative authority needed for the effective stewardship of their financial, human and material resources. This step aims to provide for a more effective delivery of mandates in a streamlined and transparent manner, thereby also strengthening accountability. Ad personam delegations of authority will be replaced by functional delegations of authority, so that managers recruited against specific functions will be selected and maintained in their positions on the basis of their ability to responsibly and accountably exercise those delegations. Furthermore, to the extent possible, authorities should be aligned

with responsibilities in order to ensure a chain of command and accountability that is clear and unambiguous. The scope of the delegation of authority necessary to carry out the responsibilities entrusted to the head of an entity will be determined by the Secretary-General, on the basis of guidance from the Department of Management Strategy, Policy and Compliance, in consultation with the Department of Operational Support, from a rational, risk-based menu of options. Under the established risk framework, the risk assessment will be supported by analytics and individual oversight data, while the exercise of delegation of authority will be supported, monitored and designed so that form follows function. The default starting position will be full delegation, but specific delegation portfolios will be tailored to each entity based on its capacity and capability to exercise delegations in an accountable manner. In circumstances in which capacity gaps exist, the Department of Operational Support will exercise the delegated authorities and, where appropriate, work with the senior manager concerned until such time as the required capacity has been developed to the satisfaction of the Department of Management Strategy, Policy and Compliance.

51. To ensure a clear line of responsibility and accountability, heads of entities will, in turn, be responsible for subdelegating their authorities to others in the entity, based on functional responsibilities.

52. The requirements for the implementation of each delegation will be established by the Secretary-General upon review and recommendation by the Under-Secretary-General for Management Strategy, Policy and Compliance, in consultation with the Under-Secretary-General for Operational Support. The Department of Management Strategy, Policy and Compliance will be responsible for monitoring and evaluating compliance with the delegation of authority framework, including whether circumstances have arisen that justify the curtailment of any delegation, in whole or in part. In such cases, upon the recommendation of the Under-Secretary-General for Management, Strategy, Policy and Compliance, the Secretary-General will take remedial action, including by limiting, redirecting or withdrawing the authority in question. The Department of Operational Support will then work with the entity in question to enhance its capability until such time that the Department of Management Strategy, Policy and Compliance is confident that the entity can responsibly exercise the delegated authority.

53. To reflect the direct delegation of authority from the Secretary-General and the fact that the Department of Management will no longer exist, the relevant financial and staff rules will be revised to reflect the change in modalities for the delegation of authority. In accordance with standard practice, all amendments to the financial and staff rules will be presented for the information of the General Assembly.

54. Greater delegation of authority to managers, supported by strengthened risk management and accountability frameworks, will enable the responsible stewardship of the resources of Member States, a more responsive and proactive United Nations and, therefore, improved programme and mandate delivery.

IV. Accountability

55. Today it is often difficult to hold individual managers accountable for specific decisions or actions, owing in large part to the complex nature of policies and processes and the convoluted delegations of authority that result in many layers in the decision-making process. Senior managers throughout the Secretariat often point out that, while they are responsible for implementing mandates and delivering results, they do not have control over all the resources they need to manage their programmes. The Secretariat cannot be effective with decisions being controlled away from the operational realities, or with responsibility for resources delegated to anyone other

than those entrusted with mandate delivery. By greatly simplifying resource management policies and processes and aligning resource management delegations of authority with programme and mandate delivery authorities and responsibilities, managers can be held to full account for what they achieve and deliver and the resources expended and decisions taken to that end. In return, the Secretary-General will require full accountability and transparency. The Secretary-General will delegate authority directly to senior managers and they will be directly accountable to him.

56. The Secretary-General is determined to create a culture of empowerment and accountability, ensuring that leaders, managers and staff have the ability and tools to achieve their goals as they conduct their own work and take collective action. Managers must have the necessary authority to fulfil their responsibilities to contribute their part to mandate implementation. It must be communicated clearly to managers what is expected of them and that their performance will be measured against clear and fair standards in their exercise of delegated management authority and programme and mandate delivery.

57. In order to better support managers, the Department of Management is reviewing the current policy framework and procedures to ensure that they are clear and up to date. In 2017 and 2018, several outdated administrative instructions were abolished and others are currently being revised and simplified. Finance, human resources and procurement manuals will be revised and updated to ensure that managers and staff are clear on their respective roles and responsibilities and the procedures to be followed. Senior managers and staff will be further supported through the restructuring of the Department of Management and the Department of Field Support into one department with responsibility for defining the Organization's management strategy and policies and ensuring compliance, and another providing support in the implementation of policies, as well as operational and transactional support. The new Department of Management Strategy, Policy and Compliance will act as the Secretary-General's agent in providing the necessary horizontal quality assessment and monitoring across the Organization and in holding United Nations officials to account for their performance. Depending on the nature of a detected problem, responses could range from providing additional policy guidance or capacity-building or implementing managerial tools to revoking the delegated authority or imposing administrative and disciplinary measures, as appropriate, in accordance with the Staff Regulations and Rules.

58. The United Nations has in place an individual and institutional accountability framework to promote compliance, transparency and the effective stewardship of resources in the delivery of mandates, which is summarized in the formal definition of accountability established by the General Assembly in its resolution 64/259. The framework comprises a number of elements, including a body of regulations and rules governing the activities of the Secretariat and a number of structures intended to address different aspects of accountability within the Organization. In this regard, it is the Secretary-General's intention with the reform proposals to simplify the existing regulatory framework by means of a comprehensive policy framework review and the development of clear and simplified policies and administrative guidance over the coming year, supported by a baseline of simplified processes and procedures that can be more easily applied by staff, thereby enabling informed, robust and accountable decision-making.

59. Key aspects of managerial responsibility and accountability at all levels are also detailed in the seventh progress report of the Secretary-General on accountability (A/72/773). Managers will be delegated greater decision-making authority in the use of resources to support programme delivery and mandate implementation. Training and support will be provided in the proper use of that delegated authority. Senior managers will be supported by two departments in their use of the delegation of

authority (see paras. 50–53 above). In this context, the Department of Management Strategy, Policy and Compliance will develop an organizational policy framework that facilitates effective management and resource use in support of programme delivery. The Department of Operational Support will provide transactional, operational and advisory support. The Department of Management Strategy, Policy and Compliance will monitor the use of the delegation of authority to ensure that it is in compliance with the rules and regulations of the Organization, the policy framework and internal controls.

60. The Organization as a whole, and its individual staff members, will be held accountable for delivering agreed results, while complying with regulations, rules and ethical standards. They will also be expected to proactively identify and manage risks that threaten the achievement of their objectives. Performance, both programmatic and managerial, will be systematically monitored, evaluated and reported. Programme managers will take corrective actions in order to keep plans on track, and lessons learned will be used to inform future planning. Programme planning and performance information will be updated and reported to Member States on an annual basis, in the context of the annual programme budget document. In addition, programme and financial performance of individual programmes will be reflected on dashboards, which will be updated on a quarterly basis. The dashboards will be accessible to Member States and staff.

61. The strengthening of the implementation of results-based management, the redirection of the efforts of staff at all levels towards the achievement of the Organization's objectives and goals and the shift in the focus of the Secretariat's efforts from inputs and activities to results and outcomes will be important elements of the accountability framework. A dedicated results-based management function in the Department of Management Strategy, Policy and Compliance will work with individual departments, offices and missions to ensure that the results to be achieved are reflected in all planning documents and flow from the Organization-wide planning and budget documents, down through the senior managers' compacts and are reflected in individual staff workplans. The Board of Auditors has repeatedly recommended the development of a detailed plan for embedding results-based management throughout the Organization. To that end, the implementation of an action plan to ensure that results-based management is embedded in the work of the Organization will be initiated in 2018. It will reflect the recommendations of the Board of Auditors regarding the importance of visible leadership from senior management in promoting and advancing the accountability system as a whole by setting an appropriate tone at the top to drive forward the implementation of results-based management, the need to build a strong culture of self-evaluation by programme managers and the importance of using performance measures that reflect the main expected accomplishments of a department and that are helpful to managers trying to understand current performance (see A/69/5 (Vol.I), chap. II, para. 30, and A/71/5 (Vol. I), chap II, para. 93).

62. Transparency to Member States will be further enhanced through online dashboards that provide programme performance information and results of self-evaluation and lessons-learned exercises and a portal presenting expenditure information extracted from Umoja in an interactive and accessible manner.

63. Risk management will be a priority. The Secretary-General's vision supports an approach to risk management that is pragmatic and action-oriented, taking principled and practical action to deliver on mandates, balancing administrative and operational risks and erring on the side of action when necessary to prevent and address human suffering. The Secretary-General is introducing a "three lines of defence" model, which will clarify essential roles and responsibilities for risk management and internal controls within the Organization and improve the effectiveness of the risk

management systems. Under this model, the first line of defence is the managers and staff who own and manage risks in their areas of operation. The second line of defence is the centralized, business-enabling functions focusing on compliance and risk management activities. The third line of defence is the Office of Internal Oversight Services, which provides senior management and the General Assembly with independent assurance regarding the effectiveness of risk management and internal controls, including on the manner in which the first and second lines of defence achieve their objectives. The Board of Auditors, as the external auditors of the Organization, as well as the Joint Inspection Unit and the Independent Audit Advisory Committee, play an important role in the control structure and will provide additional independent assurances of the effectiveness of the controls and the use of financial resources. While they reside outside the Organization's structure, they provide independent, external assurances to the General Assembly.

64. With the proper implementation of an effective "three lines of defence" model, and the current and additional internal control systems that will be put into effect with the reforms, the overall level of risk will not increase because adequate capabilities to monitor and control risk will have been created. The main change will be an enhanced awareness among managers of their responsibility to identify and proactively manage risks in their areas of responsibility and that they will be guided and supported as necessary.

V. Financing arrangements

65. During its consideration of the report of the Secretary-General on shifting the management paradigm in the United Nations (A/72/492), the Advisory Committee on Administrative and Budgetary Questions requested information on the use of the peacekeeping support account and how it may be adapted for the new management structures, given that both departments will serve the entire Secretariat and not just peacekeeping operations (see A/72/7/Add.24, para. 39 (b)). As decided by the General Assembly in 1995 in its resolution 49/250 and regularly reaffirmed in the years since, the support account for peacekeeping operations exists to finance the post and non-post resources required for the backstopping of peacekeeping operations at Headquarters, and any changes in that limitation require the prior approval of the Assembly. The Department of Field Support and the Department of Management are currently funded through both the regular budget and the support account. As the resources of both departments and their associated funding sources have been allocated on the basis of previous decisions by the Assembly, the present report maintains the existing apportionment across funding sources for post and non-post resources that are being drawn from the two existing departments to establish the two new departments.

66. Once the new departments are created and they support the totality of peacekeeping and non-peacekeeping activities of the Secretariat, the Secretary-General will submit a proposal to the General Assembly at the second part of its seventy-fourth session to establish a clear and consistent approach to financing the two new departments from the support account based on the initial experience gained from the implementation of the "whole-of-the-Secretariat" approach.

VI. Department of Management Strategy, Policy and Compliance

A. Office of the Under-Secretary-General

67. The Under-Secretary-General for Management Strategy, Policy and Compliance will be responsible for all activities of the Department, providing the Secretary-General with strategic advice on management issues. In addition, the Under-Secretary-General will represent the Secretary-General on management issues before relevant expert and intergovernmental bodies, such as the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, the International Civil Service Commission and inter-agency coordination mechanisms, including the High-level Committee on Management of CEB, and in the conduct of staff-management consultations.

68. The Under-Secretary-General will co-chair the Management Client Board jointly with the Under-Secretary-General for Operational Support, as indicated in paragraph 47 above.

69. The Under-Secretary-General will oversee and provide direction to the Assistant Secretary-General, Controller, the Assistant Secretary-General for Human Resources and the Director of the Business Transformation and Accountability Division. The Under-Secretary-General will also, jointly with the Under-Secretary-General for Operational Support, provide direction and strategic guidance to the Assistant Secretary-General, Chief Information Technology Officer.

70. The Office of the Under-Secretary-General will comprise the immediate office of the Under-Secretary-General, the Inter-Agency and Intergovernmental Service, the secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination, the Management Evaluation Unit, the Business Partner Service and the Umoja Enterprise Resource Planning Project Team.

71. The Office will provide leadership in the development and delivery of management strategies, policies and programmes and support the continuous improvement of management practices; provide concerted leadership to inter-agency bodies on management issues; liaise with Member States and other external entities on management-related issues; and lead coordination with all departments and offices of the Secretariat, as well as the funds, programmes and agencies of the United Nations common system.

72. The Office will directly support and assist the Under-Secretary-General for Management Strategy, Policy and Compliance in fulfilling his/her responsibilities. It will undertake medium- and long-term planning, development and coordination of management strategies and policies; oversee the implementation of reform initiatives; and serve as the focal point for information and for the integration of all aspects of the work of the Department. It will also support the Under-Secretary-General in establishing and maintaining a Secretariat-wide environmental sustainability management policy and compliance framework. The Office will also monitor management issues throughout the Secretariat and oversee the Business Partner Service and the Inter-Agency and Intergovernmental Service.

Inter-Agency and Intergovernmental Service

73. The Inter-Agency and Intergovernmental Service will support the Under-Secretary-General in managing his/her responsibilities with respect to inter-agency and intergovernmental meetings and activities. In addition, the team will assist the

Under-Secretary-General in maintaining close liaison with host-country authorities and Member States on management issues.

Secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination

74. The secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination will provide proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and facilitating their work and will provide analytical and historical information to the bodies concerned on their proceedings. It will also provide proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely submission of reports of the Committees in order to allow simultaneous publication in all official languages.

Management Evaluation Unit

75. The Management Evaluation Unit will strive to improve decision-making and to reduce the number of cases that proceed to formal litigation. Management evaluation, as the first step in the formal process of administration of justice, will provide management with an opportunity to correct administrative decisions that do not comply with internal law. The work of the Unit will also inform the efforts of the Department of Management Strategy, Policy and Compliance to establish and implement effective measures to increase managerial accountability by identifying systemic issues and lessons learned, with a view to improving decision-making in the Secretariat and addressing lacunae or making appropriate adjustments to policies and procedures.

Business Partner Service

76. The Business Partner Service will provide central administrative services, support and advice for the Department as a whole in the areas of human resources, budgetary and financial administration, resource planning and general administration. Furthermore, the team will provide similar administrative services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee. In addition, the team will provide administrative support to the members of the Committee for Programme and Coordination, the Independent Audit Advisory Committee, the Committee on Contributions and representatives from the least developed countries.

Umoja Enterprise Resource Planning Project Team

77. The Umoja Enterprise Resource Planning Project Team will continue its work on implementation and completion of Umoja Extension 2 in accordance with guidance received from the General Assembly, through the end of the project, and then be mainstreamed into the Secretariat.

B. Office of Finance and Budget

78. The Office of Finance and Budget will be responsible for global policy development with respect to financial management and programme planning. In the first instance, the Office will analyse all existing financial policy mechanisms, including the Financial Regulations and Rules and internal policies, in order to

identify gaps and formulate any new financial policies required to ensure effective mandate implementation with better internal controls and risk mitigation actions.

79. The Office will ensure the appropriate and consistent interpretation of financial policies across the Organization, thereby fostering a culture of transparent, responsible and accountable fiscal management. Operating within a streamlined financial policy framework established by the Office, programme managers will be able to carry out their functions more effectively and efficiently. In this regard, the Office will develop new strategic initiatives to ensure more coherent financial management. Working with new and existing partners, the Office will develop innovative financial mechanisms for programme managers that are sufficiently flexible to meet the operational requirements of ever-changing environments, while safeguarding a strong internal control framework and shaping a new culture of financial management in the Organization.

80. The Office will represent the Secretary-General in all financial and budgetary matters in relevant governing bodies. It will be led by the Assistant Secretary-General, Controller, and will comprise three organizational units: the Finance Division, the Field Operations Finance Division and the Programme Planning and Budget Division.

Office of the Assistant Secretary-General, Controller

81. The Assistant Secretary-General, Controller, will provide leadership in the administration of the Financial Regulations and Rules of the United Nations. The Controller will represent the Secretariat on all financial and budgetary matters in other bodies and working groups of the United Nations system and in other international forums.

82. The Controller will represent the Secretary-General in the committees of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination and the Independent Audit Advisory Committee, in the presentation of all programme and budget documents, including those related to the regular budget, the peacekeeping budgets and the international tribunals, as well as the financial statements of the Organization. The Controller will advise the Secretary-General and the Under-Secretary-General for Management Strategy, Policy and Compliance on policy relating to the budgets, plans, work programmes and finances of the United Nations. Through the Office of Finance and Budget, the Controller will ensure that the financial framework enables efficient mandate delivery.

83. The Office of the Assistant Secretary-General, Controller, will coordinate interdepartmental activities related to planning, programming and budgetary and financial matters and will be responsible for supporting the Controller with respect to his/her delegated authority under the Financial Regulations and Rules.

Finance Division

84. The Finance Division will assume overarching responsibility for financial policy across the Secretariat and for ensuring sound but flexible internal financial controls. The Division will safeguard the resources of the Organization by providing the tools for robust financial management and effective and efficient programme delivery. The revised financial policies, along with a strong enterprise resource planning system, will assist in transforming the Organization into a more nimble, decentralized and transparent entity. The Division will comprise three teams: the Financial Policy and Internal Controls Service, the Financial Risk Management Service and the Financial Reporting and Contributions Service.

85. The Financial Policy and Internal Controls Service will be responsible for ensuring the proper application of the Financial Regulations and Rules and established policies and procedures relating to financial reporting, contributions, financial risk management, financial and procurement policy and internal controls for all sources of funding. The team will undertake a fit-gap analysis of existing policies and revise or formulate policies where gaps are identified to address the changing environment for faster programme delivery. In addition to developing an internal financial control framework, the team will oversee master data governance for the enterprise resource planning system to ensure integrity, standardization and harmonization across the system.

86. The Financial Risk Management Service will coordinate and manage the global group health and life insurance programme and the property and liability insurance activities of the Organization. The team will also manage financial risk through treasury investments, optimized cash management and insurance management. It will provide leadership in the United Nations system in risk management using treasury and insurance mechanisms.

87. The Financial Reporting and Contributions Service will prepare IPSAS-compliant financial statements, with the accompanying annual statement on internal control, for all funding sources, and will ensure the sustainability of IPSAS-compliant accounting and reporting.

88. Acting as the secretariat to the Committee on Contributions, the Finance Division will provide support to the Committee and the General Assembly in negotiating the scale of assessments and will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will also provide secretariat services to the Advisory Board on Compensation Claims and the United Nations Claims Board.

Field Operations Finance Division

89. The Field Operations Finance Division, working in close coordination with the Programme Planning and Budget Division, will be responsible for the development and implementation of policies and procedures that are consistent with Financial Regulations and Rules with respect to field operations.

90. The Division will provide effective strategic guidance and support to field operations on budgeting and financial stewardship, and will develop policies, methodologies and tools in this regard. It will support financial capacity-building by developing financial training programmes jointly with the Department of Operational Support and others and will provide strategic guidance on financial management and financing issues, in particular on cross-cutting global initiatives. The Division will be the policy, advice and knowledge hub for fast-track budget formulation, supplementary financing and budgetary support and reporting for all supported clients. It will ensure timely, high-quality, simplified and action-oriented responses to managers throughout the field.

91. The primary responsibility of this Division will be preparing the budget reports and performance reports to present to the legislative bodies, together with the related liquidation budgets and reports on the disposition of assets; the annual reports on the support account for peacekeeping operations; and other reports concerning the administrative and budgetary aspects of the financing of peacekeeping operations, special political missions and other field-based entities in the Secretariat. Through the provision of substantive services, the Division will facilitate deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping operations, special political missions and other field-based entities in the Secretariat. It will also be responsible for preparing

statements to the Security Council and reports on activities other than peacekeeping operations that have been authorized by the Council in its resolutions.

92. The Division will monitor the liquidity of special accounts, overseeing cash flow and operating reserves for field operations.

93. The Division will be responsible for strategic guidance with respect to global property management and real estate services, including oversight of major construction projects and long-term capital planning as reflected in the strategic capital review. It will provide expert advice and guidance on property management and review financial data for compliance with IPSAS and the property management framework.

Programme Planning and Budget Division

94. The Programme Planning and Budget Division, working in close coordination with the Field Operations Finance Division, will be responsible for developing and monitoring budgetary policies, procedures and methodologies and for providing strategic guidance to departments and offices, consistent with Financial Regulations and Rules and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, as applicable, on matters relating to the regular budget, the international tribunals and extrabudgetary resources. The Programme Planning and Budget Division will contribute to better financial management and mandate delivery by implementing the improvements approved by the General Assembly to the budget methodology.

95. The Division will be responsible for preparing and presenting to the legislative bodies the budget reports and performance reports for the regular budget and the international tribunals. The Division will manage extrabudgetary resources, including the related financial reporting for trust funds and technical cooperation activities. Through the provision of substantive services, the Division will facilitate deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs, including through the provision of informal briefings to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination.

C. Office of Human Resources

96. The Office of Human Resources will foster a dynamic, adaptable, mobile workforce with the highest level of competence and integrity to serve the mandates of the Organization. Through the establishment of a clear and simplified regulatory framework, strategies, policies and directives, the Office will ensure that that the Secretariat is better equipped to carry out its functions and that the human resources of the Organization are fully and efficiently aligned with the requirement to deliver on its mission and mandates, encompassing the requirements of all entities, with a key focus on field requirements. The Office will also support the implementation of the Secretary-General's system-wide strategy on gender parity, the equitable geographical representation of Member States in the Secretariat and the establishment of benchmarks towards achieving greater regional diversity.

97. The Office will provide policy leadership in organizational human resources management areas, including strategic workforce planning, talent management, organizational development and staff development (including career planning), performance management, Organization-wide mobility and duty of care, for all staff Secretariat-wide. It will develop a clearer and more streamlined delegation of

authority framework for the management of Secretariat-wide human resources, along with strengthened monitoring and accountability mechanisms.

98. The Office will further strengthen a culture of accountability in the Secretariat through the development, implementation and setting of standards of conduct applicable to international civil servants. It will handle all matters related to conduct, discipline and appeals, overseeing all aspects, from the development and implementation of strategies and policies to the application of administrative and disciplinary measures. The Office will ensure that staff at all levels and in all entities of the Secretariat are aware of organizational standards and policies and the accountability framework mechanisms and that they fully understand their personal accountabilities, responsibilities and authorities. The Office will play a critical role in supporting staff at all levels in modelling expected and appropriate behaviour and will have the capacity to take rapid and prompt action if necessary. A new team will be established to provide critical incident response to ensure that the Organization responds in a prompt and responsive manner.

99. The Office will develop a new innovative and modern human resources strategy based on best practices from both the public and private sectors, taking into account both organizational and staff needs. The Office will establish a new regulatory framework and will further revise existing policies and develop new ones, where appropriate, in order to shape a modern and enabling organizational culture. It will act as a centre of excellence for leadership development, learning, career support and robust performance management and will foster an organizational culture that will be more responsive and results oriented, that will reward creativity and innovation and that will further promote continuous learning, high performance and managerial excellence.

100. The Office will be the central authority for the establishment of human resources policies and will provide authoritative guidance for the Organization on all aspects of the human resources policy framework. It will provide the leadership, direction and authoritative policy interpretation on the Staff Regulations and Rules and policies, as required, including those relating to the development, implementation, coordination and monitoring of the new delegation of authority framework. In so doing, it will aim to foster greater transparency and consistency in the management of the Organization's greatest asset — its people; increased accountability on human resources management matters throughout the Organization; greater staff engagement; and enhanced empowerment of managers and staff at all levels based on their respective responsibilities.

101. Overall, the aim will be a modernized work environment and a supportive and healthy workplace that promotes inclusion and diversity, where all staff are treated fairly, consistently and equitably. The Office will mainstream the gender perspective and equitable geographical representation into all facets of the work of the Organization by fulfilling its strategy and policy role. It will respond proactively to issues arising in the formal and informal system of justice to ensure the efficient, effective and fair implementation of the Organization's policies, core values and norms, as directed by the General Assembly.

Office of the Assistant Secretary-General

102. The Assistant Secretary-General will be responsible for the activities of the Office of Human Resources and its administration and will be accountable to the Under-Secretary-General for Management Strategy, Policy and Compliance. The Assistant Secretary-General will provide leadership, direction and advice on matters that relate to the development, implementation, coordination and communication of

the human resources strategy and the underlying policies, and the monitoring of their adequate and consistent implementation throughout the global Secretariat.

103. The Assistant Secretary-General will provide the Secretary-General, through the Under-Secretary-General for Management Strategy, Policy and Compliance, advice and support on all matters pertaining to human resources management and will represent the Secretary-General in dealings with the representatives of Member and observer States, intergovernmental bodies, international organizations, governmental and non-governmental organizations, the International Civil Service Commission and other programmes and organizations of the United Nations system through CEB and its subsidiary bodies, and the media. The Assistant Secretary-General will also represent the Secretary-General in the conduct of staff-management consultations, as envisaged in article VIII of the Staff Regulations.

104. The Assistant Secretary-General will be responsible for formulating the programme plan of the Office and the corresponding budget proposals and will identify the broad strategies and policies required for the development and implementation of the work programme of the Office and carry out management activities and make managerial decisions to ensure the effective, efficient, nimble and agile operation of the programme.

Global Strategy and Policy Division

105. The Global Strategy and Policy Division will serve as the central strategic authority for matters pertaining to the management of human resources, including those relating to the Organization's travel policy and duty of care. It will ensure that the Organization can attract, develop and retain a talented and diverse global workforce.

106. The Division will provide leadership on the development, implementation, monitoring and communication of a new human resources strategy and will revise existing or develop new policies for the Secretariat. The Division will identify, champion, develop and promulgate for implementation modern, innovative and enabling policies and standards. It will support the Assistant Secretary-General in representing the Secretary-General on strategic matters pertaining to human resources management and policy issues before intergovernmental bodies, in dealing with the representatives of Member and observer States, and before other international organizations, governmental and non-governmental organizations, the International Civil Service Commission, funds, programmes and specialized agencies of the United Nations common system,[2] and the media.

107. In its interaction with other organizations of the common system, the Division will promote the consistent and unified implementation of human resources policies that are reflective of best practices throughout the entire United Nations system. It will monitor emerging management issues and manage staff management relations by ensuring the effective participation of staff in issues relating to staff welfare, including conditions of work, general conditions of life and other human resources policies, and by promoting staff welfare and security, in coordination with the Department of Safety and Security and the Department of Operational Support. It will represent the Secretary-General in the conduct of the staff-management consultations as envisaged in article VIII of the Staff Regulations and Rules.

108. The Division will also be responsible for strategic workforce planning; the establishment and maintenance of a workforce talent profile that encompasses the skills profiles of all serving staff and pre-qualified external candidates segregated by

[2] Through inter-agency coordination mechanisms, such as the Human Resources Network of CEB and its subsidiary bodies.

knowledge, experience, expertise, competencies and other attributes; the further development of a knowledge management system containing the Organization's regulatory framework; and the establishment of Organization-wide policies and standards for human resources management matters, taking into account the provisions of the Charter of the United Nations, the mandates of the General Assembly, the Staff Regulations and Rules of the United Nations and the principles and practices of a good employer.

Strategy and Policy Development Service

109. The Strategy and Policy Development Service will develop human resources policies, including those relating to Organization-wide matters, such as travel and transportation, medical insurance schemes, duty of care and any other administrative areas governed by the Staff Regulations and Rules. In formulating such policies, the team will ensure that any revision or new policy is in accordance with the Secretary-General's future human resources management strategy, promote effective consultation with management and staff representatives and take the lead in discussions and deliberations in such forums as the Human Resources Network of CEB, the International Civil Service Commission and the General Assembly.

110. The team will prepare amendments to the Staff Regulations for submission to the General Assembly for its approval and will draft revisions to the Staff Rules and promulgate provisional staff rules, where needed. It will review, on a continuous basis, all existing administrative issuances[1] to ensure that they are up to date and remain relevant. It will also revise or develop new issuances, setting out clear, streamlined and easy-to-understand policies and procedures. As the central repository for the Organization's regulatory framework, the team will be the central authority for approving the publication of all administrative issuances, information circulars and policy guidelines. It will provide authoritative interpretation and policy advice, as required, on the Staff Regulations and Rules and all human resources-related policies. The formulation and development of human resources policies will be conducted in a more inclusive manner, involving all types of entities within the Secretariat as well as counterparts in the United Nations funds and programmes.

111. The team will strengthen feedback mechanisms to receive views and suggestions on policy changes, including through the provision of such feedback by the newly established Management Client Board, and will raise awareness and increase the sharing of information on best practices through the use of newly available electronic tools for an official virtual collaboration platform. These tools will facilitate the formulation and drafting of new or revised policies and enhance two-way communication between the Office of Human Resources and its various partners on the development of policies, as well on their application, and will increase awareness of the rationale behind, and the intent and purpose of, new or revised policies and promote dissemination of best practices and lessons learned. The development and administration of a human resources policy community of practice and other feedback tools will be developed to increase awareness and understanding of the policies and promote fair, equitable and consistent application throughout the Secretariat.

112. As part of its central policy development role, the team will engage in capacity-building activities to increase the global human resources community's knowledge and understanding of the policy framework through the issuance and updating, on a timely basis, of appropriate guidelines on the implementation of human resources policies. The team will contribute to the development of a revised comprehensive and

[1] Secretary-General's bulletins, administrative instructions, information circulars and other policy guidance documents, including official forms.

effective system of delegation of authority for the entire Secretariat, which will rest on three premises: that responsibilities are clearly defined; that managers and staff have the resources and authority to carry out their responsibilities effectively; and that accountability is clearly established at all levels through the appropriate mechanisms.

113. The team will monitor the implementation of the Staff Regulations and Rules, policies, directives and standards and will provide authoritative policy advice and interpretation of the Staff Regulations and Rules and related policies, as required, Secretariat-wide and to counterparts in the funds and programmes that are governed by the Staff Regulations and Rules of the United Nations. The team will take or recommend corrective measures or sanctions, as appropriate, to improve human resources management practices throughout the Secretariat.

114. The team will be responsible for contributing to the development of common system human resources policies in the areas of compensation and conditions of service and in the review and expansion of common services in the human resources area, for instance on implementation of system-wide methodologies in the area of compensation. In so doing, it will effectively and substantively contribute, on behalf of the global Secretariat, to the work of inter-agency bodies, including the Human Resources Network of CEB. It will represent the Organization in the International Civil Service Commission and any ad hoc working groups. It will monitor the implementation of policies and guidelines related to salaries, allowances and other benefits and entitlements, providing substantive support to legislative bodies during the consideration of those issues.

115. The team will collaborate with counterparts in the Department and beyond to develop a robust knowledge management system to support change management and communication, capacity-building, training and knowledge-sharing on the Organization's policy framework for the global human resources community. Through the establishment of a Secretariat-wide human resources policy community of practice, it will provide for a closer link between policies and operations for continuous improvement of the regulatory framework, which will balance the need for consistency and equity with that of being responsive, nimble, agile and, in particular, adaptable to any emergency or field operational needs. In so doing, it will promote a conceptual shift in the way staff are administered and the way human resources practitioners and heads of departments and offices work together to find a solution within the policy framework in support of the delivery of the mandates. In this context, the Office of Human Resources will work closely with substantive offices to support their learning needs, including through the development of pedagogical tools.

116. In the ongoing and future reviews of the Organization's regulatory framework, the team will endeavour to incorporate lessons learned from prior jurisprudence and management evaluation requests, as well as from best practices of other organizations of the common system, and will closely collaborate with all stakeholders in the system for the administration of justice, including with counterparts in the proposed new Administrative Law Division, which will be instrumental in capturing and summarizing relevant jurisprudence for potential future policy changes. The team will also liaise with the Office of the Ombudsman and Mediation Services to benefit from information it gathers annually on a wide range of systemic human resources issues that are brought to its attention directly by affected staff in the context of informal conflict resolution. The team will further strengthen existing cooperation and exchange of information on policy-related matters with all other organizations of the United Nations common system, and in particular with the funds and programmes, which are governed by the Staff Regulations and Rules of the United Nations.

117. The aim is the implementation of an innovative and enabling human resources policy framework that supports the alignment of the Organization's human resources capacity with its mission and changing mandates, a simplified and streamlined framework that is easy to understand and will allow for a common understanding of the applicable policies by all external and internal stakeholders, including Member States, managers and staff, and that will promote greater transparency, consistency, equity and fairness in the management of the Organization's human resources, while allowing for the necessary flexibility and prompt adaptability to emergency and field operational needs as they arise. As the Organization moves away from excessively bureaucratic and compliance-driven policies, the new revised regulatory framework will foster trust and accountability, provide the flexibility necessary, where appropriate, and improve the welfare of staff. In the development of these new and revised policies, the team will also promote a transparent and enhanced two-way dialogue with staff representatives, eliciting input up front when undertaking policy revisions.

Field Strategy and Conditions of Service Section

118. The Field Strategy and Conditions of Service Section will focus on the development, review and monitoring of the Organization's policy framework applicable to staff serving in the field and will review and make recommendations for changes to the conditions of service of the different categories of staff through the appropriate inter-agency mechanisms at the common system level. It will play a key role in the revision of existing policies and the development of new ones to respond to the evolving mandates of the field entities and respond to the needs of the staff serving in field locations. It will perform a substantive and qualitative review of the use of different categories of personnel in the field; participate proactively in and contribute extensively to the work of inter-agency bodies such as the Standing Committee on Field Duty Stations of the Human Resources Network, the Advisory Committee on Post Adjustment Questions and the Working Group for the Review of Conditions of Life and Work in Field Duty Stations (biannual reviews of the hardship classification of duty stations) and other ad hoc working groups of the International Civil Service Commission on matters related to the conditions of service in the field. It will also provide support to senior management representing the Secretary-General in intergovernmental and inter-agency bodies on issues related to the conditions of service of staff in the field.

Strategic Talent Management Service

119. The Strategic Talent Management Service will develop organizational strategies to build and support a competent, diverse and engaged workforce. It will drive organizational results by ensuring that the staffing profile continuously evolves to meet the strategic and operational needs of the Secretariat. The team will support the development of a diverse and gender-balanced workforce, using targeted outreach initiatives to attract staff with the required profiles. It will support staff performance across the Organization, setting out a clear and transparent framework to continuously improve staff performance and accountability. In close cooperation with all stakeholders, the team will put in place a range of learning and career development initiatives to ensure that staff and managers maintain their competencies and can proactively manage their careers.

120. A key focus for the team will be the development of a global talent profile, a mechanism that will provide the Organization with a strategic staffing tool to rapidly identify, recruit and deploy staff with specific profiles, including in emergency settings. The talent profile will be based on an Organization-wide inventory of skills, which will allow management to identify staff with abilities and interests that match

pressing operational needs. This approach will increase the agility and responsiveness of the Organization, while at the same time providing career and skills development opportunities for staff. In addition, the team will provide strategic analysis and direction for a range of initiatives to develop and maintain organizational talent, including staff selection, mobility and succession planning initiatives.

Strategic Workforce Planning Section

121. The Strategic Workforce Planning Section will drive a comprehensive approach to strategic workforce planning across the Organization, based on data-driven tools and reports that will shape workforce composition and support ongoing improvements and efficiencies in the talent management process. It will oversee long-term planning for human resources, anticipating future needs based on strategic imperatives and expected results. The team will draw upon human resources data from a variety of sources, fostering innovation and efficiency through an integrated position and people management system. It will continuously monitor workforce composition and track results against key indicators, including on gender parity and geographical distribution. In order to maintain a stable workforce that can ensure business continuity in all areas, the team will coordinate succession-planning efforts, including by ensuring the inflow of fresh talent and qualified youth. To ensure accountability and transparency in the use of human resources, the team will also provide reports on strategic issues and statistical reports to the General Assembly on an ongoing basis.

Diversity and Outreach Section

122. The Diversity and Outreach Section will develop strategies and initiatives aimed at building a diverse workforce across the Organization. They will address specific workforce needs by leading a range of outreach activities tailored to staffing gaps identified by the Strategic Workforce Planning Section. In order to achieve the objective of equitable geographical distribution, it will coordinate Organization-wide efforts to increase geographical and regional diversity across all departments, offices and missions and the appropriate representation of troop-contributing countries in peacekeeping operations. The team will collaborate with the Business Transformation and Accountability Division to monitor progress towards parity targets, ensuring that the Organization meets the bold targets of the Secretary-General's system-wide strategy on gender parity. It will also develop new approaches that organizational entities can use to build a working environment that embraces the widest possible spectrum of diversity and that empowers women and men to build an enabling and gender-sensitive workplace. It will undertake targeted outreach campaigns to draw upon the broadest pool of candidates for Secretariat positions, focusing on attracting candidate populations to support operational needs and the mandates of the General Assembly. The team will also develop innovative outreach initiatives to continuously attract and retain a diverse workforce, which will include a focus on engaging youth to bring fresh ideas and talent into the Organization.

Organizational Learning, Performance Management and Staff Development Section

123. The Organizational Learning, Performance Management and Staff Development Section will put in place an Organization-wide framework to develop staff talent throughout the entire employee life cycle, including onboarding, learning, performance management and career development. It will nurture a culture of engagement, leadership and results, based on the United Nations system leadership framework and organizational values and competencies. Through Organization-wide change initiatives, the team will support ongoing reform and transformation, responding to input from staff and strategic and operational priorities. The team will

support staff performance through a robust performance management system that will be linked to organizational objectives and that will engage staff and managers in carefully planning, evaluating and improving performance. It will provide tools for recognizing strong performance, providing honest feedback and constructively addressing underperformance. The team will also build a strong foundation of multilingualism and core competence, ensuring that staff continuously develop and maintain the skills and knowledge they need to deliver results. Through leadership assessment and development programmes, the team will ensure that the Organization builds a strong pool of leaders that demonstrate a high level of ethics and integrity and a focus on results. The team will also provide a set of resources and tools to help staff set career objectives so that they can continuously move forward on their career paths.

Administrative Law Division

124. The Administrative Law Division will provide client-focused strategic, policy and legal expertise and guidance for all aspects of human resources application within the internal justice system, on behalf of the Secretary-General, and an integrated approach to the implementation of the United Nations standards of conduct for all categories of personnel serving throughout the Secretariat.

125. The Division will manage administrative appeals for human resources matters and regularly provide input to the Global Strategy and Policy Division to update human resources policies on the basis of lessons learned from jurisprudence and informally resolved matters. The Division will also serve as an integrated solution with respect to the implementation of United Nations standards of conduct for all categories of personnel serving throughout the Secretariat by:

- Overseeing and coordinating actions required to address disciplinary cases for staff and non-staff personnel, including those deployed in the United Nations by Member States
- Overseeing and coordinating preventive efforts, including comprehensive risk management, as well as accountability mechanisms, for all categories of personnel
- Providing a rapid and Secretariat-wide coordinated response to address critical issues that affect the welfare and safety of personnel, serious reputational risks and/or other risks adversely impacting the Organization's core values and norms ("critical incidents")
- Building capacities among Secretariat entities to promote and enforce the United Nations standards of conduct
- Interacting with departments and offices, including all those with a field presence, to support delegated decision-making processes and strengthened internal accountability functions, building-related capacities and interacting with Member States in the exercise of their accountability functions
- Reporting to intergovernmental and expert bodies, including the General Assembly, about its work

126. Incorporated within the Division are the following functional areas, which support the overall goals of the Division: the Appeals Management Section; the Conduct and Discipline Service; and the Critical Incident Response Service.

Appeals Management Section

127. The Appeals Management Section will represent the Secretary-General before the United Nations Dispute Tribunal on appeals against administrative decisions. This

will include filing written submissions on legal and factual issues, reviewing written submissions from staff members that filed the cases and appearing at case management discussions and hearings on the merits. The team will also provide legal advice and guidance on internal justice matters to offices and departments that are impacted, including those with field presences, both prior to a matter being before the Dispute Tribunal (in conjunction with Management Evaluation Unit and/or the Department of Operational Support) and once a matter is pending before the Dispute Tribunal. Lessons learned from jurisprudence will be collated and fed back to the Global Strategy and Policy Division and the Department of Operational Support.

Conduct and Discipline Service

128. The Conduct and Discipline Service will develop and carry out programmes in support of the Division's policy, strategic and legislated responsibilities in connection with the application of the United Nations standards of conduct. The Service will ensure that these standards are effectively harmonized and applicable to all categories of United Nations personnel, including personnel deployed by Member States. The Service will, together with partners, lead the development and monitor the implementation of conduct and discipline policies, procedures and guidelines, taking into account applicable accountability frameworks, and identify best practices to facilitate compliance with conduct and discipline standards by personnel deployed with the United Nations by Member States.

129. The Service will adopt an integrated approach in providing global oversight of the application of the United Nations standards of conduct for all categories of United Nations personnel. It will interact directly with officials throughout the Secretariat with delegated authority to address conduct issues, as well as with Member States in the exercise of their authority to address conduct issues.

130. Through the Service, the Division will continue to manage and oversee the misconduct tracking system that is in place for peace operations, which is used for data analysis, case management and reporting, including through its public website, and will progressively deploy this system to the entire Secretariat. It will also continue to vet United Nations personnel against a history of prior misconduct while in the service of the United Nations and work to expand this vetting function to all Secretariat appointments and personnel. Together with partners in learning and training, the Service will develop training programmes on upholding United Nations standards of conduct, including with regard to sexual exploitation and abuse, sexual and workplace harassment and fraud, in order to further strengthen transparency and accountability.

131. The Division will also develop and implement policies and advisory support in the areas of communication, outreach and awareness-raising strategies with public information partners; enforcement mechanisms, together with Member States and relevant stakeholders; and remedial action.

132. The Administrative Law Division will also manage all disciplinary matters involving United Nations staff Secretariat-wide and will represent the Secretary-General before the Dispute Tribunal in relation to challenges of disciplinary decisions. Through this function, the Division will gather and provide feedback on lessons learned from the conduct of disciplinary processes and/or disciplinary matters before the Dispute Tribunal. With regard to disciplinary matters falling under the jurisdiction of Member States, the Division will ensure that required actions are taken as appropriate and that information is provided to the Secretariat on the actions taken.

Critical Incident Response Service

133. Effective coordination and capacity-building will be critical to ensure that the standards of conduct are fully integrated and consistently understood and applied

across the Secretariat. Regular functional briefings will be provided to heads of departments and offices, including regional commissions and offices away from Headquarters, with particular emphasis on consultation with and updates for departments with field presences, such as the Department of Peace Operations, the Office for the Coordination of Humanitarian Affairs and the Department of Political and Peacebuilding Affairs, with regard to issues related to conduct and discipline as may arise in the activities overseen by those departments.

134. The integration of the conduct and discipline function to cover the entire Secretariat and to account for all categories of personnel will require dedicated and ongoing efforts to strengthen capacities in all offices and departments, including those with field presences. The Division will contribute to the development of a network of conduct and discipline practitioners to enhance consistency in the application of the standards of conduct, as well as transparency and accountability.

135. In order to ensure that the Organization is well placed to respond to emerging issues that raise serious concerns with respect to the application and enforcement of the standards of conduct, the Division will develop procedures and capacities to provide a flexible, rapid, comprehensive and coordinated response to critical incidents related to the implementation of the United Nations standards of conduct. This specialized team will respond to complex and critical cases and/or areas of significant risk, including by building capacities for critical incident response, as well as contributing directly to incident management as needed. The nature of such incident management may include taking actions to limit and mitigate damage to individuals and the Organization and review and strengthen risk management measures. This function will enable the Organization to assess strategies to ensure accountability and remedial action, in coordination with relevant stakeholders, including the Ethics Office, the Office of Internal Oversight Services and other investigating entities, the Department of Safety and Security and, in consultation with the Office of Legal Affairs, national authorities.

136. Another aspect of critical incident management is the ongoing implementation of Security Council resolution 2272 (2016), as expanded upon by General Assembly in its resolution 71/278, with regard to the repatriation of military or police units when there is credible evidence of widespread or systemic sexual exploitation and abuse by those units. An internal Secretariat committee has been established, led by the Under-Secretary-General for Field Support to address this matter. The Conduct and Discipline Unit of the Department of Field Support currently serves as secretariat for the committee; in the future, the coordination, capacity-building and incident management function in the Administrative Law Division will perform this role. Under the new structure, the functions of the Chair will be exercised by the Under-Secretary-General for Peace Operations, and the Under-Secretary-General for Management Strategy, Policy and Compliance will serve as a member of the committee.

137. The functions of the Division will also include the management of the trust fund in support of victims of sexual exploitation and abuse, in response to the significant impact of critical incidents of sexual exploitation and abuse. This will include management of the programme of assistance to victims and coordination with the Secretariat and inter-agency partners on assistance to victims.

D. Business Transformation and Accountability Division

138. The Business Transformation and Accountability Division is integral to the Secretary-General's vision of a transformation of the Organization, based on sound management principles, to make the United Nations more nimble, effective, efficient,

transparent and accountable. The Division will facilitate continuous learning and improvement. It will house in one entity all the functions dedicated to monitoring and strengthening performance and accountability, which will enable a more holistic view of performance and constant feedback for lessons learned.

139. By mainstreaming results-based management and enterprise risk management in the planning and daily operations of the Secretariat, the Division will help managers clarify and communicate the results to be achieved and the risks to be managed. It will support programme managers in their efforts to establish clear targets and criteria for programme performance and will generate, analyse and communicate data, conduct reviews and support self-evaluations. It will provide support to programme managers in their monitoring, assessment and reporting of programme performance. Such performance-related information and lessons learned will, in turn, contribute to future planning. Programme performance will be reported in the programme budget and peacekeeping budget documents and reflected on dashboards.

140. The Division will be the key enabler of the Secretary-General's proposal to delegate authority closer to the point of delivery, by providing the guidance required by programme managers to exercise their enhanced delegation of authority. With support from the Division, managers will be empowered to determine how best to use their resources to implement mandates. The Division, in cooperation with the Department of Operational Support, will monitor how managers exercise the authority. Where problems are detected, the Division will investigate the cause and recommend additional support, corrective actions or, if necessary, recommend withdrawal of the delegated authority. When such withdrawal occurs, the Division will work with the Department of Operational Support on the measures deemed necessary to enable its reissuance.

141. In addition to these performance- and compliance-related functions, the Division will continually seek opportunities to modernize and innovate and will play a project management role for large business transformation projects. It will also carry out responsibilities in the area of business continuity and organizational resilience. It will comprise three functional pillars: accountability systems; monitoring and evaluation; and analytics and project management.

142. The secretariats of the Advisory Committee on Procurement and the Property Survey Board and of the Vendor Review Committee will also be located in the Business Transformation and Accountability Division and will report to the Director.

Accountability Systems Service

143. The Accountability Systems Service will be responsible for mainstreaming two critical systems of accountability: results-based management, including the setting of organizational targets and results to be achieved, and enterprise risk management, which entails the management of risks that threaten the achievement of the desired results. It will also analyse oversight body recommendations, reflect the findings in policies and future planning exercises and hold managers accountable for the implementation of oversight body recommendations.

144. The Results-based Management Section will be responsible for mainstreaming the results-based approach by advising and supporting Secretariat departments, offices and missions to ensure full implementation. It will develop, maintain and update standards, policies and procedures for results-based management; coordinate and standardize guidelines and training materials to ensure a cohesive approach to results-based management concepts throughout the Organization; and conduct training. It will support the implementation of the results-based management action plan. The team, in close consultation with the Office of Finance and Budget, will support departments, offices and missions in preparing the annual framework of

targets and deliverables that managers and the Secretariat as a whole will be held accountable for achieving. The team will conduct macro-level organizational planning to assist in the preparation of the plan outline covering the longer-term objectives of the Organization to ensure an integrated, holistic and strategic approach to the work of the Organization.

145. The Enterprise Risk Management Section will work with all departments, offices and field missions to take a systematic and holistic approach to identifying, assessing, evaluating, prioritizing, managing and controlling risk across the Organization in order to increase the likelihood that it will achieve its objectives. In line with the Secretary-General's vision for shifting the management paradigm, the team will work to ensure that the simplified policy framework and the strengthened delegation of authority and accountability frameworks are managed within a risk management approach that balances operational and managerial risks. Managers and staff at all levels are responsible for identifying and managing risks to the achievement of their objectives, and the Organization will use risk assessments to identify weaknesses in its internal controls. The team will conduct Secretariat-wide risk assessments to identify cross-cutting risks that require a corporate response, and it will assist in the conduct of project-specific risk assessments and the development of mitigation strategies for business transformation projects. It will also report regularly to the Management Committee, which serves as the risk committee for the Secretariat. Enterprise risk management is an inherent core responsibility of management. According to the "three lines of defence" model, it is essential that risk management become part of the Organization's "DNA" and that managers consider risks and their potential impact on their ability to achieve strategic and operational objectives on an ongoing basis as part of their day-to-day core functions. It will be the responsibility of the team to support them in this process.

146. The Oversight Coordination Section will serve as the Secretariat's central focal point for engagement with the following oversight bodies: the Board of Auditors, the Office of Internal Oversight Services, the Joint Inspection Unit and the Independent Audit Advisory Committee. The team will review the findings and recommendations of the oversight bodies to identify material weaknesses and reportable conditions. As accountability for implementing oversight body recommendations will be delegated to programme managers, the team will track rates of implementation and provide quarterly reports on implementation and related issues to the Management Committee, noting where action is not being taken or where a Secretariat-wide response is required. It will draft related reports of the Secretary-General to the General Assembly. Its findings and lessons learned will inform policies, future planning, performance assessments and decisions related to accountability.

147. As focal point for the Joint Inspection Unit, the team will submit reports to the Department for General Assembly and Conference Management for issuance as General Assembly documents and prepare consolidated comments of the Secretary-General to CEB regarding the implementation of the recommendations of the Unit. It will also review and monitor investigation reports of the Office of Internal Oversight Services jointly with the Office of Human Resources. In addition, it will review and make recommendations regarding requests for exception to the standards of accommodation for air travel and will report thereon to the advisory and legislative bodies.

Monitoring and Evaluation Service

148. The Monitoring and Evaluation Service will be responsible for managing delegation of authority, monitoring and reporting on organizational performance and developing self-evaluation tools for use across the Secretariat.

149. A cornerstone of changing the management paradigm is the Secretary-General's intention to delegate authority to managers as close to the point of delivery as possible. While extensive delegations are envisaged, the capacity to support the responsible exercise of the authority by managers must be in place, and the Organization will closely monitor how the delegations are used, provide guidance to managers and, where necessary, provide additional support or take corrective action.

150. The team responsible for managing the delegation of authority, which will be issued on a functional rather than a personal basis, will produce a consolidated policy document which clearly sets out delegations of authority and will maintain official and updated records. The Monitoring of Delegation of Authority Section will work with the Department of Operational Support to assist managers who have been delegated authority to ensure that they understand what is expected of them and the parameters of the authority. The team will be staffed with experts in the various functional areas. In this way, it will play a preventive role. It will also assist programme managers through the development of policies and procedures that will govern all delegations of authority, taking into consideration the Organization's objectives and structure.

151. In addition, the team will monitor the use of delegated authority on an ongoing basis to ensure that managers and staff are managing and balancing operational and managerial risk, complying with regulations and rules and using delegations effectively as they implement their mandates. Procedures for monitoring and oversight of the authority delegated, as well as criteria for the withdrawal of the delegated authority and other corrective actions, will be developed. Monitoring will be conducted through data analysis, mobile team visits to offices and missions, and other mechanisms. When, as a result of its monitoring activities, problems are detected, the team will engage with the relevant offices/staff to ensure an understanding of the proper protocol and to prevent future non-compliance. When corrective action is required, the team will alert the Under-Secretary-General for Management Strategy, Policy and Compliance. Lessons learned from the monitoring efforts will inform future decision-making and policy revisions.

152. The team will also monitor the segregation of duties across all the functional areas within the Organization to ensure that the required degree of internal control is maintained. It will define procedures for monitoring the system of segregation of duties, outline possibilities for increased ICT system controls and prepare and implement an internal monitoring schedule.

153. The team will also have a management review function and will identify activities/areas of the Organization that require tests of compliance with relevant regulations and rules, either at the policy level (e.g., compliance with the Financial Regulations and Rules and the Staff Regulations and Rules) or at the organizational unit level (e.g., in a peacekeeping mission or a regional commission) and assess the effectiveness of the internal controls in place to evaluate the level of compliance and/or deter non-compliance.

154. The Organizational Performance Measurement Section will conduct regular and systematic monitoring of progress towards the key indicators identified in the senior managers' compacts. The team will also provide substantive support to the Management Performance Board and will coordinate the senior managers' compacts and related performance assessments. It will report the results, both at the individual level and in aggregate, to the Management Performance Board and the Secretary-General. The results will inform decisions regarding accountability, support continuous improvement and identify systemic weaknesses that require a corporate-level response.

155. Starting with the 2020 programme budget cycle, the team will analyse and capture the main findings and trends in the performance of individual programmes, as reflected in part II of the sections of the programme budget, and report on the main organizational performance trends in the foreword and introduction to the programme budget. The Section will also monitor the implementation of the programme of work for the peacekeeping budgets. It will strengthen related practices for assessing and reporting on programmatic performance, an area that is currently self-assessed by managers and not independently verified. It will also provide substantive servicing to the relevant intergovernmental meetings.

156. The Secretariat has long suffered from a lack of capacity, in terms of both resources and expertise, for conducting proper self-evaluations of its programmes and activities. As the ability to regularly and professionally evaluate work is essential to effective results-based management, the Evaluation Section will provide methodological support and skills development to staff Secretariat-wide, help draft terms of reference for self-evaluations, and manage and/or provide quality assurance for self-evaluation activities on behalf of departments and offices that might require assistance. As part of this support, the team will prepare and maintain a roster of professional evaluators who can be hired to conduct evaluations on behalf of departments that lack in-house expertise.

157. In direct support of results-based management, the team will support programme managers in their efforts to take self-evaluation results and lessons learned into consideration in the preparation of the programme budget and peacekeeping budgets. The team will ensure that the results of self-evaluation exercises and lessons learned are made public.

Analytics and Project Management Service

158. A primary goal of the Secretary-General's reform agenda is to ensure that the Secretariat delivers the vital mandates entrusted to it with maximum economy, efficiency and effectiveness. With the implementation of Umoja, the Secretariat now has integrated performance data across the entire Organization. The Analytics and Project Management Service will continuously mine and analyse the data from Umoja and other enterprise systems and communicate its findings regarding patterns, trends and areas of strength and weakness to relevant stakeholders, both internal and external to the Secretariat. Drawing on input from accountability and compliance reviews, external review bodies and evaluations, it will systematically identify opportunities to modernize and transform business practices and will have a robust, standing project management capacity to ensure that change efforts are designed, communicated and implemented in an efficient and sustainable manner and according to best practices in project management. This new evidence-driven change management capacity is essential to drive the management reform forward and communicate progress and risks to all stakeholders.

159. The Analytics Section will analyse real-time business data from Umoja and other enterprise systems and provide trend analyses and other analytical reports, such as dashboards, to senior management, the Management Committee, individual departments and the legislative bodies. It will use this data to determine unit costs and the level of efficiency of services provided and will analyse and recommend ways to improve the quality of management services through quality assurance exercises. The findings from these reviews and exercises will inform the development of strategies and policies by the Department of Management Strategy, Policy and Compliance and decision-making by senior managers across the Secretariat, including as related to performance and accountability.

160. The team will also identify administrative services that require quality assurance tests and perform such tests to assess if these services and the processes they entail meet the determined quality standards. Based on its findings, the team will prepare quality assurance reports that will include information on the strengths and weaknesses of the services provided, weaknesses in the processes followed for the provision of such services and recommendations for improvement.

161. The Business Transformation and Project Management Section will help the Organization to continuously improve and ensure that its business model is aligned with evolving mandates and changing operational environments. It will develop and continually refine strategies based on anticipated client needs. As the Organization is considering and designing business transformation initiatives, it must have a long-term view and ensure that it can sustain the new way of working and that the new practices will not be out of date within a short period of time. It will take a future-oriented approach and will ensure that transformative projects do not simply aim to improve on what the Organization is currently doing, but find ways of doing things differently. The team will monitor new trends, such as the effect of artificial intelligence on the workforce, and will proactively identify opportunities to innovate. It will keep abreast of industry best practices but will also ensure an ongoing focus beyond existing ways of doing business.

162. The team will also play a project management role and will coordinate the Secretariat's portfolio of major transformation projects. It will ensure that the projects are designed, communicated and implemented according to best practices in change management, including the training required for staff leading such projects, and that the unique requirements of field missions are carefully considered. It will also provide project and operations management training and guidance and, in a collaborative effort with the Department of Operational Support, will support departments in any structural or process changes they may need to undertake in responding to new mandates.

Secretariat of the Advisory Committee on Procurement and the Property Survey Board

Advisory Committee on Procurement

163. The Headquarters Committee on Contracts will become the Advisory Committee on Procurement. The Committee will support officials to whom procurement authority has been delegated and the Assistant Secretary-General for Supply Chain Management in their accountable exercise of procurement authority by providing advice on the award of contracts for goods and services. As the Committee serves an important compliance function, it is proposed that the secretariat of the Committee — which currently resides within the Office of the Under-Secretary-General for Management — be located within the Business Transformation and Accountability Division to maintain the independence of the Committee and avoid potential conflicts of interest.

Property Survey Board

164. The Headquarters Property Survey Board will become the Property Survey Board. The Property Survey Board and local boards established in locations away from Headquarters will provide written advice to delegated officials with respect to the disposal of surplus, unserviceable or obsolete property, plant and equipment, inventories and intangible assets of the United Nations, as well as with respect to the loss, damage or impairment of such items or other discrepancies involving such items. The Property Survey Board will advise on the causes of loss or damage to United

Nations property and the degree of negligence, if any, and potential financial recovery from staff members and other officials.

Secretariat of the Vendor Review Committee

165. This team will serve as the secretariat of the Vendor Review Committee, which is an internal body that reviews applications to the register of vendors that do not meet the registration criteria; complaints from requisitioners and/or other United Nations staff against vendors who were alleged to have failed to perform in accordance with the terms and conditions of contracts awarded; and proposals for special approval of vendors recommended by the Procurement Division.

VII. Department of Operational Support

166. Under the new management paradigm, the Department of Operational Support exists to support the objective of effective mandate delivery, and will do so through the provision of operational advisory services to clients, support for the implementation of decisions and, in exceptional cases, exercise of delegated authority on behalf of clients across the Secretariat. In addition, the Department will provide dedicated operational support to departments and offices located at Headquarters in New York.

A. Office of the Under-Secretary-General

167. The Under-Secretary-General will be responsible for all activities of the Department of Operational Support. The Under-Secretary-General will co-chair the Management Client Board jointly with the Under-Secretary-General for Management Strategy, Policy and Compliance, as reflected in paragraph 47 above.

168. The Office of the Under-Secretary-General will consist of a front office to be established through the redeployment of the front office of the Under-Secretary-General for Field Support as well as a Performance and Analytics Section, an Audit Response and Boards of Inquiry Section and an Environment Section.

Performance and Analytics Section

169. The Performance and Analytics Section will oversee the operational performance of all units within the Department of Operational Support and support decision-making by senior management using custom analytics products that will track operational performance throughout the Secretariat. These will include the annual global client satisfaction survey, regular reports on operational performance and analytics support to specific initiatives, such as peacekeeping reviews. In addition, the Section will identify opportunities for operational enhancement and capitalize upon those opportunities, in collaboration with stakeholders, through continuous improvement of business processes and operational guidance. Because of the need to strengthen a data-driven approach to operationally support effective mandate implementation, it is proposed that the Performance and Analytics Section be established through augmentation of the existing Programme Implementation Coordination Team in the Office of the Under-Secretary-General for Field Support, with additional performance and analytics capacity redeployed from the Office of the Assistant Secretary-General for Field Support and the Field Personnel Division.

Audit Response and Boards of Inquiry Section

170. The Audit Response and Boards of Inquiry Section will be responsible for coordinating, developing and preparing responses to reports of United Nations oversight bodies for the Department of Operational Support, as well as the Department of Peacebuilding and Political Affairs and the Department of Peace Operations; for following up on the recommendations of boards of inquiry in the field; and for providing administrative support to boards of inquiry convened at Headquarters. It is proposed that this Section be established through the redeployment of the existing Audit Response and Boards of Inquiry Section from the Office of the Assistant Secretary-General for Field Support.

Environment Section

171. The Environment Section, which was established in the Office of the Under-Secretary-General for Field Support pursuant to General Assembly resolution 71/295, is currently responsible for supporting the implementation of the environmental sustainability management framework in peace operations by providing operational support, guidance and technical assistance. The Assembly, in its resolution 72/219, endorsed the action plan for integrating sustainable development practices into Secretariat-wide operations and facilities management. It is proposed that the Section be moved to the Office of the Under-Secretary-General for Operational Support and to expand its scope to encompass the entire Secretariat, drawing upon the extensive experience it has gained through its support to peacekeeping operations in the management of environmental impact and associated risks, while continuing to leverage the expertise of the United Nations Environment Programme.

B. Office of Support Operations

172. The Office of Support Operations will support clients through the provision of guidance and advisory services, direct assistance where capacity may be weak or non-existent, capacity-building, process improvements and optimization, and operational performance reviews. The Office of Support Operations will consist of the Capacity Development and Operational Training Service, the Human Resources Services Division and the Health-Care Management and Occupational Safety and Health Division.

Office of the Assistant Secretary-General

173. It is proposed that the Office of the Assistant Secretary-General for Support Operations be established through the redeployment of resources of the Office of the Assistant Secretary-General for Field Support, given that the existing office — by virtue of its current role supervising the four divisions of the current Department of Field Support — already has a cross-functional perspective of resource management and performance.

Capacity Development and Operational Training Service

174. The Capacity Development and Operational Training Service will assist clients in building and improving the capacities needed to accountably exercise delegated authority, including structures and business processes to better integrate resources, accountability and programme delivery in line with priorities. The Service will consist of two teams: an Operational Training Section and a Business Processes and Systems Support Section. In addition, seven posts from the current Policy, Evaluation and Training Division, consisting of three posts from the Knowledge Management and Guidance Team and four posts from the Integrated Training Service, will become part

of the Capacity Development and Operational Training Service, but will be embedded in the Policy, Evaluation and Training Division in the new Department of Peace Operations.

175. The Operational Training Section will consist of 5 posts from the Field Personnel Division and 14 posts from the Capacity Development Section of the Field Budget and Finance Division. It will be responsible for delivering training specific to operational support to ensure that clients have the capacities and knowledge needed to comply with organizational standards and policies.

176. The Business Processes and Systems Support Section will be responsible for developing the processes and structures by which policies will be implemented across the Secretariat and will work with other stakeholders to ensure that these are reflected in enterprise systems. It will also provide training on Inspira, Umoja and other business applications related to resources management. The Section will provide support across all Secretariat entities to help ensure consistency in the execution of processes and to ensure that the processes continue to meet the requirements of all clients. The proposed staffing of the Section is based on assumptions concerning the number of service requests that will be received each year based on the workload for similar functions currently performed by the Field Personnel Division of the Department of Field Support to support field missions. In order to address gaps in support requirements that cannot be met because of limited resources, service-level agreements with offices away from Headquarters, regional commissions and others will be concluded to meet training requirements in this area and to make good use of existing learning centres in those entities.

Human Resources Services Division

177. In the proposed concept, human resources functions will be divided between the new departments, with strategy, policy and compliance to be located in the Department of Management Strategy, Policy and Compliance and all operational support to be located in the Department of Operational Support. The Human Resources Services Division in the Office of Support Operations will focus on short- to medium-term human resources requirements of clients, from process development through service delivery, with the aim of avoiding the delays and redundancies that currently exist.

Staffing Service

178. The Staffing Service, which will be established through the consolidation of staffing functions in the Field Personnel Division of the Department of Field Support and the Strategic Planning and Staffing Division of the Office of Human Resources Management, will provide expertise and develop processes in the areas of staffing, testing and examinations, operational workforce planning and organizational design and management across entities. This will facilitate a holistic approach to operational workforce planning with client entities during budget cycles. The integrated approach will enable the Service to provide guidance on organizational design and staffing structures in the context of the planning process for new entities and entities in transition, review staffing against models and benchmarks on a regular basis and link the operational and evolving needs of clients with staffing programmes to anticipate vacancies and required skills/potential applicants, while ensuring consistency across all supported entities.

179. The Service will, inter alia, develop recruitment processes for entities with delegated authority; facilitate recruitment for entities without delegated authority; manage rosters across all job families; ensure an integrated approach to the use of the various staffing modalities available within the Secretariat, such as job openings,

generic job openings and recruitment from rosters; develop tools and processes to help entities meet targets related to the effectiveness and efficiency of the recruitment process, including with regard to gender, geographical and troop- and police-contributing country representation; develop staffing models and procedures for rapid deployment, start-up and crisis situations; administer the young professionals programme and the managed reassignment programme; manage the submission of positions to the Senior Review Group and subsequent approval by the Secretary-General; advise client entities with regard to organizational design and staffing structures; and provide guidance in the application of standards of classification and organization management for newly established or changing functions.

180. The proposed level of staffing for the Service resulting from the consolidation of staffing functions currently split between two departments, when combined with simplified policies and processes, will allow the Service to better handle its heavy workload, particularly in the area of roster management. At its current level of staffing, the Field Personnel Division is able to refresh only 30 to 40 of the 450 rosters each year. The proposed level of staffing will allow for additional generic job openings to be managed each year, providing more opportunities for internal and external candidates alike to be rostered, particularly in job families with evolving requirements or where the number of candidates is insufficient, and ensuring focus on gender and geographic distribution.

Operational Support and Advisory Service

181. The Operational Support and Advisory Service will serve as a primary entry point and point of contact for clients for services not within the scope of the global service delivery model and the shared service centres. The Service will provide the full spectrum of consistent, standard and timely advisory services to senior managers in the exercise of their delegated authorities. When clients require advice on the exercise of their delegated authority, their business partners will be their first point of contact. The advisory capacities within the Department of Operational Support will serve as a resource for business partners. For cases requiring exceptional policy clarification, the Department of Operational Support will seek the guidance of the Department of Management Strategy, Policy and Compliance.

182. For those transactional services within the scope of the global service delivery model, the primary entry point for clients will be the shared service centres. The Operational Support and Advisory Service will also help identify capacity-building requirements to strengthen the ability of entities to exercise delegated authority. Furthermore, the Service will provide dedicated advice to managers on the application of policies and processes in consultation with local business partners. Such advice will reduce the likelihood of mistakes in administrative decisions that could lead to cases under the formal and informal system of administration of justice. With the provision of consistent, clear advice relevant to the specific context of client entities, managers will be able to make better and faster decisions, thereby allowing them to devote more time to programme and mandate delivery and to meeting the expectations of Member States.

183. Services to be provided by the Operational Support and Advisory Service include advice on the implementation of the Staff Regulations and Rules and policies, including on the authority delegated to clients; guidance and support in the development of entity-specific human resources strategies and associated implementation plans, where requested; analysis of client performance to identify requirements for human resources capacity-building; feedback on and identification of requirements for continuous process improvements and adaptation to policies and processes based on operational requirements and trends; support to managers related to formal and informal conflict resolution, including advice to clients related to the

formal and informal system of administration of justice; support for transactional services delivered by shared service centres; and assistance in the development of recruitment strategies and plans. Operational trends and requirements will be fed back into the review by the Department of Management Strategy, Policy and Compliance of policies, the Staff Rules and the regulatory framework. In addition, the advice to clients will help identify capacity-building requirements and areas where further simplification or additional policies are required for the field.

Non-Staff Capacities Unit

184. A dedicated Non-Staff Capacities Unit will provide support to managers and business partners in the use of non-staff personnel, such as consultants, government-provided personnel and United Nations Volunteers, to ensure compliance with the relevant General Assembly resolutions. The dedicated unit will help clients to obtain the capacities necessary to deliver their mandates, while ensuring adherence to the policies and procedures applicable to the use of non-staff capacities. The proposed level of staffing is required because while the use of non-staff personnel has increased in recent years, no dedicated capacity currently exists for this function. A dedicated capacity will also facilitate better coordination with Member States on issues related to personnel contributed by their Governments under the non-staff modality and ensure that such capacities are established in accordance with the mandates of the General Assembly.

Health-Care Management and Occupational Safety and Health Division

185. The responsibility for occupational safety and health is currently spread across multiple departments within the Secretariat. The resulting lack of clarity in the division of responsibilities affects the critical functions of health service management, occupational safety and provision of medical support. The current fragmentation can be addressed by combining existing operational capacities into an integrated capacity within the Department of Operational Support. It is therefore proposed to establish a Health-Care Management and Occupational Safety and Health Division through the consolidation of the existing Medical Services Division in the Office of Human Resources Management in the Department of Management and related functions currently shared by the Department of Peacekeeping Operations and the Department of Field Support, namely, the Field Occupational Safety and Risk Management Officer in the Office of the Chief of Staff and the HIV/AIDS Unit in the Policy, Evaluation and Training Division.

186. The Division, which will be led by a director, will be consist of two main functional areas: occupational safety and health and health systems administration. The occupational safety and health component, which will be overseen by the Deputy Director of the Division, will be responsible for occupational safety; occupational health, including clinical services, travel medicine and health promotion; mental health and well-being; and medical emergency response. This component will work closely with the Department of Safety and Security in areas of common concern, including critical incident stress management. The health systems administration component, which will be overseen directly by the Director of the Division, will be responsible for clinical standards and oversight, including hospital assessments; health workforce management, including credentialing; and technical review of compensation claims from uniformed personnel.

C. Office of Supply Chain Management

187. The Office of Supply Chain Management will bring together the logistics and procurement capabilities currently in the Department of Field Support and the

Department of Management to create a single entity to manage the integrated end-to-end supply chain. The current provision of support and services to clients is reactive and fragmented, with multiple interdepartmental handover points, which contributes to delays in the delivery of goods and services. In line with the introduction of supply chain management in the Department of Field Support and the related restructuring of the Logistics Support Division, as approved by the General Assembly in its resolution 71/295, this approach will be enhanced by consolidating procurement, logistics and enabling functions under a single management, with the aim of providing more agile, responsive, efficient and effective client-oriented services. Key planning functions will include anticipating client requirements through demand planning and forecasting; identifying appropriate sourcing options through global source planning utilizing relevant logistics and procurement expertise; and planning, consolidating and contracting freight and passenger services for delivery at the right time to the right place. The strengthening and modernizing of the technical and commercial aspects of the sourcing process through category management will be at the core of ensuring that clients receive the right goods and services of the right quality for the right cost in the right quantity and at the right time.

188. The aim of the alignment of procurement and logistics with an end-to-end supply chain approach is to strengthen collaboration and seamless coordination between the two functions, while maintaining the fundamental principles of public procurement, including best value for money; fairness, integrity and transparency; effective international competition; and the interest of the Organization. While providing timely, effective and efficient services to clients, the Office will also ensure the maintenance of effective checks and balances and the segregation of responsibilities with respect to the commercial and technical aspects of the sourcing process and ensure good stewardship over public funding.

189. The proposed structure also builds on measures taken since 2008 to address the requirements of field missions, such as the establishment of the global high-value contracts essential for mission operations; enhancement of accountability and the delegation of authority, while strengthening internal control mechanisms; improved sourcing, including further enhancement of business opportunities for vendors from developing countries and countries with economies in transition; improved information technology systems; comprehensive training programmes; and the introduction of a compliance monitoring programme. The success of the compliance monitoring programme in missions was acknowledged in 2013 by the Office of Internal Oversight Services, which recommended that the programme be expanded to include offices away from Headquarters, regional commissions and tribunals.

190. The Office of Supply Chain Management will encompass the Logistics Division, the Procurement Division, the Uniformed Capabilities Support Division and the Enabling Section, which will support operations through the provision of operational reporting, business intelligence, vendor outreach and performance management, as well as through the establishment of baselines and the monitoring of key performance indicators. The Uniformed Capabilities Support Division will consolidate the functions currently split between the Department of Field Support and the Department of Management that support the generation, deployment and reimbursement of formed military and police units to United Nations peace operations.

191. The Office will implement the supply chain management blueprint first promulgated by the Department of Field Support in October 2016 and updated in December 2017 in consultation with the Department of Management as a key strategic partner. The blueprint includes integrated end-to-end supply chain management processes with clearly defined functions, roles and responsibilities; offers different supply chain solutions for different situations, requirements and challenges; provides

infrastructure, technology and resource solutions, including human resources solutions and the skills necessary to support and enable the supply chain management processes; and includes a strong performance management framework to measure, monitor and manage the supply chain to ensure effectiveness and efficiency. The blueprint will continue to be updated in order to reflect changes and refinements, taking into account lessons learned, feedback from clients, global best practices and recommendations by the Department of Management Strategy, Policy and Compliance and oversight bodies.

192. The Office of Supply Chain Management will introduce category management, in which both technical and commercial teams will work closely to improve the sourcing process but retain their respective functional reporting lines to ensure segregation of duties. Category management is the cross-functional management of goods and services throughout their life cycles, including the gathering of requirements, sourcing, deployment and disposal, taking into consideration the total cost of ownership and optimizing long-term value for the Organization.

193. The operational aspects of the integrated supply chain will be enabled by Umoja Extension 2, which will provide new capabilities for demand planning, supply network planning, transportation management, and tracking and tracing. With the deployment of these four supply chain modules under Extension 2, the Organization will have the visibility over the various process stages necessary to efficiently and effectively manage the end-to-end supply chain and report on its performance. Furthermore, accountability and the segregation of duties will be supported through the assignment of transactional roles.

Office of the Assistant Secretary-General

194. The Assistant Secretary-General will be responsible for all of the activities of the Office of Supply Chain Management and its administration and management. The Assistant Secretary-General will provide leadership and direction relating to the implementation and coordination of the organizational entities which together form the Organization's integrated supply chain and uniformed capabilities support.

195. The proposed integrated supply chain management approach will allow the Organization to deliver well-managed and agile solutions to all clients and be more proactive by planning globally based on consolidated requirements and will provide better visibility of operational needs.

196. It is proposed that the new Office of the Assistant Secretary-General for Supply Chain Management be created from the existing Office of the Assistant Secretary-General for Central Support Services.

Aviation Safety Team

197. The Aviation Safety Team, which consists of aviation safety experts reporting directly to the Assistant Secretary-General, will oversee all matters related to United Nations aviation operations, including aircraft utilized for personnel and cargo movements and the official travel of staff. The Team will set standards, processes and procedures for aviation safety in line with international standards and United Nations requirements, monitor safety in operations, assess safety risks and conduct safety assurance activities. The Team will also provide technical oversight for aviation safety staff in field missions and be responsible for capacity-building through training and awareness-raising. As part of its responsibilities, the Team will support sourcing of United Nations aviation service vendors and liaise with national authorities, troop-contributing countries and partner organizations.

Enabling Section

198. The Enabling Section will report directly to the Assistant Secretary-General and provide a single set of performance management metrics, reporting and guidance to serve the technical and commercial interests of the Office and its clients. The Enabling Section will establish a performance management framework, including baseline business intelligence, operational reporting and key performance indicators to measure the overall health of supply chain management; review supply chain performance to advise senior management on challenges, achievements and the identification of further enhancements; assist with vendor registration and outreach programmes through the organization of dedicated, multi-agency business seminars with a strong focus on the least developed and developing countries; and develop operational guidance and best practices on supply chain management for all clients.

Logistics Division

199. The Logistics Division will perform a central role in the implementation of end-to-end supply chain management. It will provide direction and advice on logistical matters, monitor and assess the delivery of strategic transportation and support services and direct the delivery of transportation and specialist support services in the functional areas of air transport, ground transport, engineering, medical and supply, inclusive of fuel, rations and general supplies and security equipment. The Division will also perform and lead global integrated supply chain planning functions to facilitate global demand, source and delivery planning across all technical areas within its functional scope. The Division will consist of a Supply Chain Planning Service, a Sourcing Support Service, an Air Transport Service and a Movement Control Section.

Office of the Director

200. The Office of the Director will provide leadership and direction to the various services, sections and units within the Division and effective coordination with clients and other interlocutors and stakeholders. The Office of the Director will be responsible for providing overall advice and guidance on logistical matters and monitoring and assessing the delivery of strategic transportation and support services. The Office will be responsible for supervising the functions of all services and sections within the Division to ensure the timely provision of logistics support to all clients through the timely development of global plans for demand, source planning and delivery; ensuring that category managers are working closely with clients to provide customized solutions; and ensuring that the technical specifications of specialist needs of the clients are comprehensive and properly defined and that clients, including Member States, in particular troop- and police contributing countries, are provided with timely advice and support, including on the transport of dangerous goods during deployment of contingents to the field missions.

Supply Chain Planning Service

201. The Supply Chain Planning Service will be responsible for developing and managing a global plan for demand forecasting, source planning and delivery through the identification and assessment of the needs of all clients across all Secretariat entities. The responsibilities of the Service will include, inter alia, establishing and planning for global, consolidated requirements for all clients; developing a long-term plan to facilitate forecasting, source planning and delivery; continuously reviewing and updating medium-term plans to meet client-specific needs; and facilitating provisions for contingencies. While developing source plans, the Service will work closely with the Procurement Division to determine the most appropriate sourcing

options, including alternative acquisition methods if they are in the Organization's best interest, such as letters of assist and cooperation with or use of other United Nations entities.

202. The Service will be established from the planning functions currently located in the Supply Chain Planning and Enabling Service of the Logistics Support Division and will be organized into four teams: the Office of the Chief of Service, the Demand Planning Section, the Source Planning Section and the Delivery Planning Section.

Sourcing Support Service

203. The Strategic Support Service of the Logistics Support Division, as restructured in accordance with General Assembly resolution 71/295, will become the Sourcing Support Service. The Chief of the Service will provide senior-level professional, technical and operational knowledge to all clients, with a focus on conducting a full range of activities in support of operations in the portfolio areas of medical support, engineering, rations, fuel, ground transportation, general supplies and security equipment. The Service will work in partnership with the Procurement Division to establish systems contracts that best serve the interests of all clients for the relevant portfolios.

204. In implementing an end-to-end supply chain, the Service will adopt a category management strategy jointly with the Procurement Division to benefit from the combined technical and commercial expertise available. A holistic approach will be taken to the acquisition process, with access to market intelligence, close liaison and communication with clients and the ability to leverage the latest technologies to adopt innovative approaches to providing effective and efficient support to all clients. Furthermore, the adoption of a category management approach and improved specifications and source planning will reduce risk in the supply chain and increase overall value in the delivery of goods and services because the Service will be fully informed of market trends and technological innovations.

Movement Control Section

205. The Movement Control Section, which will be transferred from the Logistics Support Division, will continue to provide for the strategic air lift of military and police personnel and contingent-owned equipment and will provide advice to troop- and police-contributing countries on the movement of their contingents and the readiness of cargo, including the movement of dangerous goods. With the establishment of a strong delivery planning capacity, the Section's role will be expanded to include the movement of United Nations-owned equipment. The Movement Control Section will also be responsible for establishing global, regional and country-specific (where necessary) freight-forwarding and other transportation-related contracts for United Nations equipment.

Air Transport Service

206. There will be no change in the functions and responsibilities of the Air Transport Service. The Service will continue to provide aviation support, including for unmanned aerial systems, to all Secretariat entities through the timely establishment of the required contracts, in coordination with the Procurement Division, and will provide management support to all clients to enhance cost-effectiveness and efficiency of aviation operations. As approved by the General Assembly in its resolution 71/294, the Strategic Air Operations Centre will continue to report to the Chief of the Air Transport Service. The Service will be responsible for providing aviation sourcing support, including for unmanned aerial systems, by developing technical specifications, statements of requirements, modalities of long-term versus

short-term sourcing and letters of assist versus commercial sourcing, along with contracting and invitations to bid versus requests for proposals, to ensure that clients' needs are met with the most appropriate services in the most cost-effective and efficient manner. The Service will also be responsible for improving the management and operations of United Nations aviation support, including by determining aviation requirements, analysing spending and utilization, and exploring new ways of fulfilling client requirements, including through standby arrangements and sharing within the Secretariat. This will be achieved through the provision of guidance to ensure the right configuration of air assets, infrastructure and services in order to facilitate the execution of mandated tasks, while ensuring that contracted services comply with the requirements of the United Nations and the International Civil Aviation Organization Standards and Recommended Practices. The Service will also provide dedicated air transportation support during the start-up, sustainment, transition and liquidation phases of missions; facilitate the planning and implementation of training courses, workshops and seminars for the development of aviation specialists; and establish operational guidance to support the effective and efficient delivery of capabilities from both commercial providers and Member States.

207. The Service will work closely with the Supply Chain Planning Service to identify client requirements, coordinate with the Procurement Division to ensure that requirements are properly met and to jointly negotiate with Member States on letters of assist, and engage with client entities to ensure that the Service effectively and efficiently meets their requirements.

Procurement Division

208. The Procurement Division will perform a key role in the implementation of end-to-end supply chain management. The current Procurement Division will be integrated into the Office of Supply Chain Management, together with the Logistics Division, to enable a faster, less fragmented and more responsive acquisition process and to enhance communication with clients and stakeholders. The alignment with the Logistics Division will promote holistic client orientation and the delivering of results as a team. Closer collaboration in the planning stage will also allow visibility with respect to client requirements from the beginning.

209. Bringing together the procurement and logistics sourcing functions into the same Department and Office will improve and strengthen cooperation between areas of technical and commercial expertise to provide more agile and effective support to clients, with the necessary safeguards to maintain segregation of duties, accountability and risk levels. Core procurement functions, such as solicitation exercises, commercial evaluations, recommendations of qualified offers and contract administration, will remain independent of the requisitioners to ensure compliance with the Financial Regulations and Rules and associated internal controls. Each person's roles will be clearly mapped in Umoja in line with his or her respective responsibilities in order to help ensure transparency, segregation of duties and accountability in procurement.

210. A judicious balance will be found between centralized procurement — benefiting from improved planning, sophisticated technical and commercial expertise and economies of scale — and decentralized procurement to enable greater agility on the part of the clients. Complex and/or strategic goods and services will be procured centrally, based on requirements, including specifications and statements of work developed by the Sourcing Support Service in the Logistics Division. Requirements that are more appropriately sourced locally or regionally, primarily involving low-value procurement, will be procured by the client entities themselves.

211. Recognizing the importance of enabling integrated and holistic procurement support that serves the needs of the Secretariat-wide entities, the Procurement Division will work closely with the Logistics Division to ensure high-quality and timely services to all Secretariat clients. The Procurement Division, together with the Logistics Division, will also actively support start-up missions and offices, surge requirements and humanitarian emergencies through the provision of relevant expertise, where needed, and the expedited sourcing and delivery of appropriate goods and services. The two divisions will exercise delegated authority in their areas of expertise in such cases.

212. The procurement function will consist of the former procurement functions in the Office of Central Support Services. The procurement functions will be reorganized to align directly with the category management approach to be implemented jointly by the Logistics Division and the Procurement Division. Based on the category management approach, the Procurement Division will ensure optimized acquisition of key requirements for the Organization. The category management concept will allow a maximization of economies of scale and provide a uniform and consolidated acquisition strategy carried out by procurement professionals who have the required expertise. It will also allow for the enhanced provision of procurement services to the field and for other clients. Procurement will continue to be conducted by experienced and qualified procurement staff throughout the global Secretariat.

213. While most of the high-value, complex and risk-prone procurement will continue to be conducted through the central procurement function, local offices will be given the necessary authority and capacity to conduct less complex, time-sensitive, primarily low-value procurement at the point of delivery. The benefits include quicker delivery, availability of off-the-shelf spare parts and local maintenance and simplification of the processes for local requirements, such as leases and utilities. Individual managers will be held directly accountable for decisions taken. The Department of Management Strategy, Policy and Compliance will monitor performance and adherence to applicable policies, the Financial Regulations and Rules and the overarching principles of best value for money, fairness, transparency, integrity and the interest of the Organization. Umoja will provide a robust audit trail by documenting many of the procurement process steps. Finally, a stringent risk management framework will be put in place to avoid or mitigate financial, operational and reputational risks.

Office of the Director

214. The Office of the Director will provide leadership and direction to the various services, sections and units within the Division and effective coordination with clients and other interlocutors.

215. The Office of the Director will be responsible for providing overall advice and guidance on procurement matters, within the Office of Supply Chain Management and the Department of Operational Support and to smaller procurement offices worldwide. The Office will be responsible for ensuring that the principles of procurement are reflected in day-to-day procedures and practices and that proper internal controls are established at all levels of the Division and for identifying the levels of risk (operational, financial and fraud). The Office will be responsible for supervising the functions of all units within the Division to ensure that timely procurement support is provided for all clients. The Office will also provide support to all units on complex, innovative projects and projects that include the collaborative engagement of other United Nations entities.

216. In addition, the Office of the Director will provide information to the Department of Management Strategy, Policy and Compliance on operational issues and challenges associated with policy issues and will implement policy guidance from the Department of Management Strategy, Policy and Compliance in day-to-day procurement operations. The Office of the Director will liaise with Member States, as appropriate, on procurement matters and with the Procurement Network of the High-level Committee on Management to identify procurement synergies with other United Nations entities.

Aviation, Major Commodities and Regional Service

217. Given the importance of providing client-oriented services for complex, high-value and strategic acquisitions, this Service will use a category management approach to meet the procurement needs of Secretariat-wide entities in the following categories: air, road and sea charter; various other aviation-related requirements; global freight forwarding and logistics services; and turnkey contracts covering food, fuel, pharmaceuticals, vehicles and other relevant strategic items. The Service will also provide field-focused support, which will include, but not be limited to, agile standby resources to expedite procurement for new and expanding missions, and will leverage the local and regional networks of suppliers in support of various entities.

Real Estate, Information Technology and Corporate Service

218. Using a category management approach, this Service will provide global procurement services in the following categories: ICT; real estate/construction projects and infrastructure/engineering services; corporate services, including consultancies; and critical financial services. This will include the procurement of global ICT requirements in support of all entities at the local, regional and corporate levels, while taking advantage of economies of scale and the cost benefits of ICT governance. The Service will also support the expansion of a global sourcing approach for ICT, including enterprise applications, migration to cloud computing and further development of enterprise-wide ICT contracts that will leverage the buying power of the entire Secretariat. Corporate services will include key consultancies and training and implementing partners that are used for a wide array of clients in the Secretariat, both at Headquarters and in the field. They also include specialized, high-value services such as banking, outside legal counsel and insurance services. Real estate, engineering and construction form another key area with meaningful opportunities for rationalization and savings. The Service will provide services with a global perspective in strategic capital review projects and related infrastructure and facilities management in support of field missions and the other Secretariat entities.

219. The Service will coordinate acquisition activities closely with the Logistics Division, the Office of Information and Communications Technology and other clients and stakeholders in the Secretariat for the relevant categories.

Uniformed Capabilities Support Division

220. Over 90,000 military and police personnel are currently deployed to United Nations peace operations. Multiple organizational units across the Department of Peacekeeping Operations, the Department of Field Support, the Department of Management and, in the case of special political missions, the Department of Political Affairs, are currently involved in the end-to-end force-generation process. The current arrangements make it difficult to obtain a holistic view of the support requirements of and reimbursement to individual contingents and units, and the need to cross organizational boundaries creates process delays that impede service delivery. It is therefore proposed that all of the related functions currently residing in the

Memorandum of Understanding and Claims Management Section and the Reimbursement Policy and Liaison Section of the Field Budget and Finance Division, the Contingent-Owned Equipment Unit in the Logistics Support Division and the Financial Information Operations Service in the Office of Programme Planning, Budget and Accounts be consolidated into a single Uniformed Capabilities Support Division.

221. The Division will serve as the single point of entry within the Secretariat for support and reimbursement issues related to military and police contingents, for both Member States and counterparts within the Secretariat, including the proposed Department of Political and Peacebuilding Affairs and the Department of Peace Operations. The consolidation of these functions will address the current fragmentation in the support aspects of the end-to-end force-generation process and will allow the Department to better serve the needs of other stakeholders, more effectively analyse different sources of data to identify and address areas of concern and more efficiently manage verification and reimbursement. It will also allow for closer coordination with other units within the Office of Supply Chain Management that provide support to troop- and police-contributing countries, such as the Movement Control Section.

Memorandum of Understanding and Reimbursement Policy Section

222. The Memorandum of Understanding and Reimbursement Policy Section will be responsible for policies and procedures related to the reimbursement to troop- and police-contributing countries and the verification and control of contingent-owned equipment, for support to the triennial meetings of the Working Group on Contingent-Owned Equipment and updating the Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment (see A/72/288) and for undertaking the quadrennial survey of personnel costs established by the General Assembly in its resolution 67/261. The Section will also lead the negotiations with troop- and police-contributing countries in preparing memorandums of understanding to support the deployment of formed military and police units. It will serve as the primary focal point for communications between permanent missions of troop- and police-contributing countries and the Secretariat on questions related to reimbursement and the memorandums of understanding and subsequent amendments, where applicable.

223. The establishment of this Section will capitalize on the benefits already evident from the restructuring of the Memorandum of Understanding and Claims Management Section and the establishment of the Reimbursement Policy and Liaison Section approved by the General Assembly in its resolution 69/308. The restructuring has already allowed the Secretariat to more effectively respond to queries from Member States regarding reimbursement for contingent-owned equipment and formed military and police units, to support the work of the Working Group on Contingent-Owned Equipment and to reduce the number of unsigned memorandums of understanding, from 64 of 368 in 2015 to 35 of 271 in 2018.

Reimbursement Claims Management and Performance Section

224. The Reimbursement Claims Management and Performance Section will be responsible for the calculation, analysis and processing of reimbursement to troop- and police-contributing countries for contingent personnel, major equipment and self-sustainment, as well as death and disability compensation for uniformed personnel. It will also calculate the wet lease, dry lease and maintenance rates applicable for each formed unit in accordance with the decisions of the General Assembly and prepare estimates for the costs associated with reimbursement to troop- and police-contributing countries for inclusion in budget proposals.

225. The new Section will also take responsibility for the verification framework for field missions, ensuring that appropriate processes and robust controls are in place to measure deployed and serviceable equipment capabilities in field missions. A greater emphasis on performance information and analysis will also ensure that gaps in operational performance can be identified and that reimbursement is appropriately aligned with performance.

226. It is proposed that the Section be established through the consolidation of the claims-processing and data analysis functions of the Memorandum of Understanding and Claims Management Section, the Contingent-Owned Equipment Unit and the Financial Information Operations Service. The consolidation will facilitate the holistic analysis of reimbursement-related issues and more efficient processing of claims.

D. Division for Special Activities

227. The Division for Special Activities will oversee a range of specialized and cross-cutting operational capacities. A key element of its responsibilities will be the exercise of authority on behalf of clients that lack the capacity to do so accountably, including the offices of special advisers and envoys at Headquarters or in the field, start-up missions or those whose authorities have been withdrawn. The specific requirements for different clients will be met through dedicated staffing resources or, particularly for start-up and surge requirements, through the formation of temporary teams with subject matter experts drawn from the Office of Support Operations, the Office of Supply Chain Management and the Office of Information and Communications Technology. The Division will also include the Operational Planning Service to help identify and plan for emerging support requirements, the Support Partnerships Service to coordinate support provided by the Department to non-Secretariat entities and an operational training and knowledge management capacity.

228. In addition, six support officers that will support, as required, the integrated operational teams in the regional structure of the peace and security architecture will report administratively to the Office of the Director in a manner similar to the current administrative arrangement for the support officers of the Department of Field Support embedded in the integrated operational teams of the Department of Peacekeeping Operations.

Resource Planning and Analysis Section

229. The Resource Planning and Analysis Section will take an integrated approach in working with counterparts across the Department of Operational Support to ensure that efforts to support client groups across the Secretariat are in line with organizational priorities and other objectives related to value for money and resource stewardship. With a focus on data-driven analysis, the Section will work with counterparts in examining major resourcing drivers and practices within the responsibilities of the Department of Operational Support to ensure cost-effective operational support solutions.

230. The placement of the Section within the Division for Special Activities will enable it to contribute to major operational support efforts and projects across the Department of Operational Support. The Section will integrate and harmonize performance and cost analysis across the various pillars of the Department and measure the impact of the Department's major resource efficiency efforts. It will provide support and input on best practices and practical, operational solutions to the various entities within the Department of Operational Support to assist them in the delivery of support to clients throughout the Secretariat. The Section will also develop

operational resourcing standards to guide the work of the Department of Operational Support and its client entities and coordinate the input of the Department into strategic mission reviews and civilian staffing reviews.

Operational Planning Service

231. Planning activities are currently conducted at all levels across the Secretariat in a non-integrated manner, with fragmented accountability and responsibility for the disparate planning functions. Furthermore, performance management on planning functions has been lacking; consequently, its alignment with the strategic goals of the Organization and compliance with the established planning policies and guidelines have not been consistent. A dedicated and integrated planning capacity is required to translate the needs of clients across the Secretariat into effective and efficient support solutions.

232. Establishment of a new operational planning capacity is proposed to support client requirements, particularly in the case of new or changing mandates; to provide technical assistance and advice regarding support-related planning to clients; and to maintain planning guidelines and standard operating procedures. This capacity will build on the existing Operational Support Team in the Office of the Assistant Secretary-General for Field Support, which currently coordinates planning for and operational support to peace operation start-ups and transitions. It will also incorporate human resources planning expertise currently resident within the Field Personnel Division, which will provide support to entities on integrated human resources planning processes in the context of the establishment of new entities and the expansion and/or downsizing of existing entities. It will also leverage the capacities of the Resource Planning and Analysis Section, which will be located in the same Division, for support on financial planning in such situations. The integration of these related functions will allow for a more holistic approach to operational support planning by the Department of Operational Support. To address planning requirements in peace operations contexts, this capacity would complement and work closely with the planning capacity within the proposed Office of the Under-Secretary-General of Peace Operations.

233. The Service will work very closely with the Client Support and Special Situations Section during periods of major activity, such as mission start-up, transition and liquidation.

Client Support and Special Situations Section

234. The Client Support and Special Situations Section will provide advisory and support services to entities during start-up, transition, downsizing and liquidation and assist with overall planning and implementation. It will backstop personnel in affected entities and provide career support through guidance to managers and staff and assistance with the placement of downsized staff across the Secretariat. The Section will review whether existing regulations, rules and policies are fit for purpose in special situations and liaise with the Department of Management Strategy, Policy and Compliance to address challenges and gaps identified. The Section will establish and maintain dedicated surge capacity support through established standby arrangements and rosters to facilitate rapid and timely deployment and serve as a focal point for support to entities in emergency situations and the development of action plans and after-action reviews, thus increasing emergency preparedness across the Secretariat and ensuring consistency in operational support in crisis management.

235. During start-up, surge and crisis situations, the Client Support and Special Situations Section will be augmented temporarily by staff drawn from the Office of Support Operations, the Office of Supply Chain Management and the Office of

Information and Communications Technology, as required, to meet immediate support requirements until the crisis has ended or resources have been identified or approved to meet the requirements on an ongoing basis.

Support Partnerships Service

236. In the past decade, the United Nations has increasingly been asked to provide support to non-United Nations peace operations, including operations mandated or authorized by the African Union. Currently, the United Nations supports two such operations — the African Union Mission in Somalia and the Group of Five for the Sahel joint force — in addition to its joint deployment of the African Union-United Nations Hybrid Operation in Darfur. In recent years, it also supported the African-led International Support Mission in Mali and the African-led International Support Mission in the Central African Republic prior to their transition to United Nations peacekeeping missions. It is also working to strengthen cooperation with regional organizations such as the European Union and the Organization for Security and Cooperation in Europe. Such partnerships are expected to become increasingly important in addressing challenges to international peace and security, as United Nations peace operations may not always be the most appropriate or effective response to particular situations.

237. Support relationships, however, are not a one-way street; there are situations in which the United Nations will require assistance from regional organizations or bilateral providers in order to deliver on mandates. These can be standing arrangements, such as the acquisition and cross-servicing agreement with the United States of America, or situation-specific agreements, such as the specialist support for weapons decommissioning for the United Nations Mission in Colombia provided by the Government of Germany and support provided by the Government of France to the missions in Mali and the Central African Republic.

238. It is proposed that the remit of the current Headquarters Support Team for the United Nations Support Office in Somalia, which is currently responsible for managing the mission support partnership with the African Union, be expanded to cover all support partnerships in a new Support Partnerships Service. While the Controller will continue to lead and be the focal point for financial aspects of all agreements with regional organizations, the Service will be responsible for maintaining relationships with regional organizations and bilateral support providers, for negotiating agreements and memorandums of understanding, in consultation with the Office of Finance and Budget, for monitoring the support provided to or received from non-Secretariat entities and for coordinating with relevant counterparts within the Secretariat to address support issues. In order to cover the full range of activities that will be performed by the new Service, it is proposed that the capacities from the current Headquarters Support Team be augmented by redeploying two additional P-5 posts to the Service: one post of Senior Support Officer from the Office of the Assistant Secretary-General for Field Support and one post of Senior Finance Officer from the Field Budget and Finance Division, given the financial dimensions of many support agreements.

Integrated operational teams

239. Support officers from the Department of Field Support are currently embedded in the integrated operational teams in the Office of Operations in the Department of Peacekeeping Operations to provide expertise on issues pertaining to mission support. It is proposed that six Support Officers from the Department of Operational Support be made available to the Under-Secretary-General for Peace Operations to provide the necessary support to the integrated operational teams for peacekeeping operations in the regional structure of the peace and security architecture, in a flexible manner.

E. Division of Administration, New York

240. Administrative services for offices and departments at Headquarters are currently performed by the Department of Management. It is proposed that, in the future, location-specific services be delivered by a Division of Administration in New York in the manner of the divisions of administration at the offices away from Headquarters. The Division will consist of the Headquarters Client Support Section, the Headquarters Information and Communications Technology Support Section and the Facilities and Commercial Activities Service. It will provide building management and engineering services and information and communications technology services for all offices and departments at Headquarters. It will also provide financial and budgetary services and support the management of the human resources requirements of the Department of Operational Support, the Office of Information and Communications Technology and the offices in New York that do not have their own executive offices or administrative units.

241. As the majority of the posts in the Division of Administration will come from the existing Facilities and Commercial Services Division of the Office of Central Support Services, it is proposed that the Office of the Director for Facilities and Commercial Services be reprofiled as the new Office of the Director of Administration.

Headquarters Client Support Section

242. Executive offices and administrative units support heads of entities and programme managers in carrying out their financial, personnel and general administrative responsibilities. Under the new management paradigm, and with the transfer of transactional functions to shared service centres under the global service delivery model, executive officers and chiefs of administration across the Secretariat will have a more strategic business partner role in assisting heads of entities in their exercise of delegated authorities. At Headquarters, however, many offices are too small to have their own executive offices and are therefore supported by the executive offices of other departments.

243. The Headquarters Client Support Section will, in the future, serve as a business partner for not only the units of the Department of Operational Support located at Headquarters and the Office of Information and Communications Technology, but also 13 offices currently supported by the Executive Office of the Secretary-General, the Executive Office of the Department of Management and the joint Executive Office of the Department of Peacekeeping Operations and the Department of Field Support. Altogether, the Section will serve approximately 1,300 posts at Headquarters.

Headquarters Information and Communications Technology Support Section

244. New York Headquarters campus ICT operations will be transferred from the Office of Information and Communications Technology to the Division of Administration, as the functions of the latter are limited to the provision of support to clients in New York. The Section will consist of a Broadcasting and Conference Support Unit, a Headquarters Service Desk, a Headquarters Local Area Network Operations Unit, a Headquarters Data Centre Management Unit and a Headquarters Physical Security Support Unit. These units will directly manage and support the day-to-day ICT operations in New York, including ICT and conference support provided to Member States, conference webcasting, public wireless networks, the operations of electronic security systems, turnstiles, access control and surveillance systems. The Section will also be responsible for disaster recovery and business continuity for ICT systems at Headquarters.

245. The Section will deliver its services in line with the policies and standards set by the Office of Information and Communications Technology and the overall operational ICT landscape of the Secretariat.

Facilities and Commercial Activities Service

246. The proposed organizational structure of the Department incorporates all of the local Headquarters services currently in the Facilities Management Service, with the exception of the Global Property Management Service. It also incorporates the components within the Commercial Activities Service, including the Travel and Transportation Section and the Archives and Records Management Section, with the exception of the policy capacity in both Sections, as well as the United Nations Postal Administration.

247. As part of its responsibilities for managing local operations at Headquarters, the Service will be responsible for the development and maintenance of the environmental management system for New York and for the reduction of the environmental impact of Secretariat activities in New York.

VIII. Office of Information and Communications Technology

248. The core goals of the information and communications technology strategy are to better leverage information and communications technology as a critical enabler, increase harmonization, and protect the Organization against the increasing risk of cybersecurity threats. In view of its central role, the Secretary-General proposes to establish ICT as a unified pillar led by the Assistant Secretary-General, Chief Information Technology Officer, reporting to the Under-Secretaries-General of both the Department of Management Strategy, Policy and Compliance and the Department of Operational Support. That structure and placement will allow the Organization to rapidly build upon and leverage gains already made through the implementation of the ICT strategy and accelerate the implementation of its remaining phases and elements, especially in ongoing harmonization efforts. The proposed unified structure will also establish an empowered and agile organization that is ready to leverage technological innovation, optimize resources and address significant and ever-growing cybersecurity threats.

249. A unified approach will ensure the successful implementation of the global ICT strategy. The proposed unified ICT pillar will ensure that technology enables the core work of the United Nations in the areas of peace and security, human rights, international law and development, humanitarian affairs and sustainable development. It will provide expeditious services to all Secretariat clients, in particular the field operations, through the review and implementation of updates, policies, standards, governance and tools. This will give all entities access to uniform delivery of ICT solutions and services as well as improved service delivery through global, regional and local collaboration.

250. Those structural changes will facilitate nimble ICT operations that are relevant and positioned for the rapid delivery of solutions. Advances in technology will allow the Office to fully leverage cloud technologies and deliver under increasing financial and time constraints. It is also proposed that cybersecurity be linked closely to operations to ensure that the Organization will be able to respond quickly to current and future cyberthreats.

251. Meeting cross-functional requirements of the entire Organization and Member States is a critical requirement and a mainstay of the Secretary-General's reform efforts. A unified ICT pillar that combines strategic and operational functions will

better serve those critical needs. The Organization's ability to meet all of the requirements is enhanced when the strategic, policy and compliance functions are placed closer to the clients and end users, which also strengthens its ability to bring decision-making closer to the clients, a core objective of the current management reform proposals.

252. The ultimate objective of the ICT function is to provide improved, more agile services that address Organizational requirements at the local, regional and corporate levels, while managing risks and ensuring user satisfaction. Client engagement at all levels will ensure that ICT services and solutions enable the United Nations to more effectively and accountably deliver its programmes and mandates. The driving principle is to focus on client services and innovation for the entire Secretariat. Client services will be coordinated from the bottom up and from the top down so that there is local autonomy supported by a governance framework, policies and standards that work for all.

253. A coherent service delivery model is proposed for the single ICT pillar, leveraging existing resources and mechanisms and bringing together the various organizational components in order to concentrate all efforts on effective delivery to support the Organization in carrying out its substantive and operational work locally at diverse locations around the world. The model comprises three interlinked but distinct layers, each with clearly defined roles and responsibilities, as set out below.

254. The first layer encompasses the strategy, direction and global implementation of activities managed at United Nations Headquarters. The second layer is focused on supporting local operations through the implementation of globalized technology solutions supported through the Global Service Centre at Brindisi, Italy, and Valencia, Spain. The regional ICT framework and the regional technology centres represent and serve the interests and needs of local offices and field operations by geographical location. They are responsible to regional client boards, with additional reporting lines to Headquarters. The regional entities ensure that ICT is close to its clients and responsive to their needs, while at the same time local offices benefit from coordinated direction from Headquarters and the leveraging of regional initiatives. Those two layers exist solely in support of layer three, the tactical layer, comprising the ICT teams within the local structures, which is focused on the effective delivery of technology solutions and the provision of support to the local community of end users.

255. While the three layers act as one technology service delivery mechanism, each one has direct responsibilities towards each particular entity, its leadership and its mandate. The structures, mechanisms and governance that dictate the model's internal and external relationships are critical to its overall effectiveness. They will be aligned with the proposed Management Client Board for the two new departments and will be supplemented by regional client boards, service-level agreements with clear key performance indicators, and additional reporting lines, where relevant. The single ICT delivery model will lead to standardized delivery of services across diverse entities. The model is designed for the clear assignment of roles and responsibilities and the creation of linkages and mechanisms to ensure that services are delivered effectively across a complex global span of delivery and control.

256. Limitations associated with the organizational and budgetary partition between peacekeeping and non-peacekeeping activities have been overcome for some ICT services through the combination of various funding mechanisms, including the service delivery model, which encompasses directly budgeted services and services provided to other entities, funded through cost recovery and governed by a mature and robust service-level management framework. For example, such services as data centre hosting and storage, connectivity, ICT security and event monitoring are

provided to peacekeeping missions as well as to 14 non-peacekeeping entities by the Global Service Centre at Brindisi and Valencia. Similarly, geospatial information systems services are provided both to peacekeeping operations and to bodies such as the Security Council, including its panels of experts, the Executive Office of the Secretary-General, the United Nations Operations and Crisis Centre and all offices and departments of the Secretariat. Another example is the global provision of email and collaboration tools, which are also funded through cost-recovery mechanisms. It will therefore be necessary to expand on this integrated budgetary funding model when the unified ICT entity assumes responsibility for the provision of technological support and services to the entire Secretariat.

257. An important element of the single pillar model is the introduction of normalized key performance indicators and standardized measures of achievement that focus on the delivery of ICT support to all entities and respond to client demands. Services provided through service-level agreements will foster enhanced comparability, consistency and clarity concerning the performance of ICT operational services. The indicators can be an efficient tool for measuring the effectiveness of ICT services. They are also paramount for continuous service improvement, as they facilitate the identification of areas that require attention or where indicators can be refined to meet critical targets.

258. Local ICT teams will be empowered and will perform functions in compliance with policies; governance is intended to further streamline processes using a client-based approach to foster agility. Local operations will include user support, cybersecurity and risk management, support for local networks and ICT infrastructure, and the use of innovative technology and the development of solutions that address local programmatic needs.

259. The Secretariat's future systems will be secure, cost effective, standardized and supported by interoperable platforms, in compliance with centralized ICT architecture policies and governance. The Organization will use innovative technology to accelerate the delivery of solutions, including frontier technologies such as artificial intelligence and machine learning, to keep pace with rapid technological advances, together with the evolving needs of the Organization.

260. The unified ICT pillar will provide expeditious services, support and solutions to all Secretariat clients, in particular the field operations, through the review and implementation of updates, policies, standards, governance and tools. This will give all entities access to uniform delivery of ICT solutions as well as improved service delivery through global, regional and local collaboration. The unified ICT organization will be responsible for ensuring effective, efficient, coherent and accountable ICT programmes and services, resource management and compliance with ICT policies and standards.

Office of the Assistant-Secretary-General, Chief Information Technology Officer

261. The Assistant Secretary-General, Chief Information Technology Officer, will be accountable jointly to the Under-Secretary-General for Management, Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support. The Office of the Assistant Secretary-General will continue to provide strategic direction and leadership for the implementation of Organization-wide ICT and for planning and coordinating ICT activities Secretariat-wide, ensuring the effective and efficient utilization of resources in the modernization of information systems and the improvement of the Secretariat-wide information and communications services worldwide to a consistent standard of functionality, quality and reliability. The Office

will set the overall strategic direction and provide enterprise solutions and infrastructure with a view to achieving coherence and coordination and will support the reform agenda, which is aimed at strengthening accountability by embedding accountability mechanisms into enterprise systems. The Office will include cybersecurity and enterprise programme management teams to strengthen information security throughout the Secretariat as well as to provide a standardized approach to the oversight of ICT programmes.

262. Any given ICT solution requires an integrated set of services. For example, email requires infrastructure, mobile technology, application services and service desk and cybersecurity support. It is therefore proposed that the ICT units of the Department of Management and the Department of Field Support be transformed into three tightly integrated areas: operations support; policy, strategy and governance; and enterprise solutions, as described below. Those areas will report to the Assistant Secretary-General, Chief Information Technology Officer. ICT-related activities will be implemented within a common normative framework, with strong, agile governance and in accordance with the ICT strategy.

Operations Support Division

263. The Operations Support Division will comprise the Office of the Director, the Service Operations Service, the Technology Operations Service, the Regional Service Management Service and the Technology Solutions Section.

264. The Division will be responsible for all ICT operations across the Secretariat, including field operations. It will develop, manage, monitor and optimize the infrastructure on which the Organization's global technology solutions, systems and applications are delivered. This includes the United Nations data centre and the "one United Nations" network. It will manage the platforms on which applications are developed in a governed, structured and secure manner. It will configure and deliver in a secure and intuitive manner, products and tools to enable client mobility and flexibility and to optimize the client's digital experience.

265. By utilizing the regional frameworks, the Division will manage the delivery of uniform client services across the Secretariat; provide leadership and engagement and coordinate operations across a diverse Secretariat landscape; support offices and field missions by simplifying and prioritizing operational compliance and standardization activities; provide the regional mechanisms for managers and clients to develop and communicate ICT requirements and formulate and track the implementation of technologies in support of local goals and objectives; field-test proofs of concept and pilot initiatives and promote the harmonization and optimization of core activities.

266. The Division will oversee and direct operations at the Global Service Centre operational hubs at Brindisi and Valencia, provide round-the-clock monitoring of operations across the Secretariat's ICT landscape from the Network Control Centre and escalate incidents to appropriate support teams. It will ensure that economies of scale are leveraged by providing ICT services to other offices on a cost-recovery basis. The Division will also broker and manage cloud services and activities and manage operational information security activities. In support of mission/office start-up and expansion, the Division will develop and implement rapidly deployable and modularized solutions and manage and catalogue ICT services and oversee the transition of new operational activities into production.

267. As part of the ICT service delivery framework, the Division will manage Unite service desks and put in place mechanisms and procedures to optimize client satisfaction, providing a virtual point of entry for clients, and to standardize the approach to managing incidents and requests for service across entities. The Division will also ensure visibility of the technology landscape to allow for informed and

effective decision-making, ensure that all operational activities are aligned with enterprise architecture, integrate cross-cutting activities with operations where end-to-end solutions are required and provide non-enterprise field-specific technology solutions, manage field-specific signals training and staff development programmes, where applicable, facilitate the preparation and migration of current solutions to cloud hosting, optimize the impact of the Microsoft Office 365 suite of products and develop and support the implementation of business intelligence strategies to facilitate self-service analytics at the local level.

Policy, Strategy and Governance Division

268. The Policy, Strategy and Governance Division will comprise the Director's office, the Policy and Compliance Service, the Records Management Unit and the Data Management and Privacy Unit.

269. The Division, in consultation with entities across the Secretariat as well as other United Nations system organizations, will define, update and provide oversight for the timely implementation of the ICT strategy, ensuring that ICT initiatives and services are aligned with the core work of the Organization and that they provide agile responses to organizational requirements. Innovative technology would be used to bring about modernization and transformation across all areas and entities.

270. Policies and standards will be established covering infrastructure, hardware, software and methodologies that will ensure that ICT work is performed in a consistent manner across the Organization. A normative framework will be established to facilitate agile and rapid operations within a predefined and collaboratively agreed framework. This policy framework will minimize the risk of duplication, achieve economies of scale to contain cost, be conducive to the sharing of information and solutions and ensure optimal operational support. The establishment of policies and standards will be done in coordination with entities across the Secretariat, taking into consideration the rest of the United Nations system, so as to achieve interconnectivity and promote collaboration.

271. The Records Management Unit will be responsible for establishing policy and setting standards for the management of the records and archives of the United Nations, including their use, storage and disposition, as well as public access to them, will support Secretariat-wide efforts to strengthen and ensure compliance with digital and physical records management policies and will provide expert advice on digital record-keeping. The team will also facilitate the integration of records management into the accountability framework.

272. Data management and privacy are central to ensuring that the information flow supports operational effectiveness while ensuring privacy and the integrity of information. As the use of integrated enterprise systems increases, the potential for information privacy issues to have a negative impact on operations increases as well. The Data Management and Privacy Unit will establish policies for the management and handling of data and will monitor compliance to ensure that privacy imperatives are integrated into technology and data solutions.

273. Governance refers to the design, implementation and continuous adjustment of mechanisms to ensure that ICT solutions are aligned with the needs, priorities and standards of the Organization in order to efficiently support the United Nations programmes of work. This objective is achieved through processes that ensure that ICT resources are used responsibly, that investments in technology are transparent and prioritized in alignment with organizational objectives and that the requirements are addressed in an agile and timely manner. Such processes protect the Organization from reputational and operational risks by ensuring that the ICT infrastructure, applications and services are designed, built, maintained and operated in compliance

with United Nations policies and standards. Governance will include such cross-departmental and cross-entity mechanisms as the ICT Executive Committee, the ICT Board, the Enterprise Project Management Office and the Architecture Review Board, among others. The representative and adequate participation of clients will be ensured in the composition of those bodies.

Enterprise Solutions Service

274. The Enterprise Solutions Service will comprise the Office of the Chief, the enterprise applications centres for the Americas and for Asia and the data modelling and management team. The Service will carry out the following three main functions:

- Coordinate the governance of overarching ICT systems and solutions to ensure that the necessary elements, such as an "app store", are in place to ensure the agile development of applications at the appropriate level. The aim is to address client requirements (at, e.g., the local, regional, departmental or enterprise level), taking into account the needs and priorities of the Organization and unique local requirements and to ensure that investments in solutions are transparent and prioritized accordingly. This will be done together with local and regional ICT and business teams, which will play a key role in systems governance.
- Work in close collaboration with clients to design, develop and support enterprise solutions, which are, by definition, large scale, complex, scalable, distributed, component based and mission critical in nature. They are designed to integrate core systems and processes across all areas of the Organization, bridging silos to facilitate the coordination of work and the delivery of services, reducing the duplication of effort and information. The functions will include analysis of client requirements, architecture, design and the development of standardized solutions that respond to the accelerated pace and dynamic demands placed on the Organization. It will leverage cutting-edge technologies and services, such as cloud-based software. By working with regional and local ICT teams, the Enterprise Solutions Service will take a flexible and agile approach to the delivery of solutions that comply with policies, standards, architecture and information security requirements.
- Together with regional and local ICT teams and following business and ICT governance and policies and standards, the Service will continue to enhance the quality and availability of data, strengthening and expanding data structures and data dictionaries and assisting clients with the documentation necessary to empower them to use a self-service approach to producing and sharing information.

IX. Global Shared Service Centres

275. Global shared services will be delivered under the overall purview of the Under-Secretary-General for Operational Support and led by the Director, Global Shared Services, who will oversee the chiefs of the individual shared service centres. The Director, supported by a team, will ensure quality, build standardization and optimize resources and costs across global shared services. The Office of the Director will be responsible for operational monitoring, the optimization of processes performed in service centres and staff and client training and will include client engagement units, which will be co-located within one of the shared service centres.

276. The Operational Monitoring Unit will monitor and report on service centre and staff performance and provide global reporting in line with the performance

framework mechanisms, including service-level agreements and key performance indicators. The Process Optimization Unit will support the continual improvement of the performance of shared service centres by identifying and managing service improvement projects and driving process re-engineering and changes, as needed. The Staff and Client Training Unit will provide consistent training and capacity development for shared service centre staff and will develop and deliver training for clients of the shared service centres, particularly during transition periods. The Client Engagement Unit will deliver clear, timely and relevant communications to stakeholders through multiple communication channels, including online and print media and in-person visits. The head of the Unit will be responsible for client engagement and support across all service centres. The team will work in close collaboration with the individual shared service centres and with Headquarters to facilitate effective and efficient shared service operations.

277. More information regarding the Office of the Director and the service centres is provided in the report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/72/801).

X. Revised estimates

278. The present section contains an outline of the programmatic and financial consequences with respect to the biennial programme plan and priorities for the period 2018–2019 and the programme budget for the biennium 2018–2019 arising from the reorganization of the Department of Management and the Department of Field Support as the new Department of Management Strategy, Policy and Compliance and Department of Operational Support. In particular, the changes affecting programme 4, Peacekeeping operations, and programme 25, Management and support services, of the biennial programme plan and priorities for 2018–2019 and the related sections of the budget, namely, section 5, Peacekeeping operations, section 29, Management and support services, and subsections 29A to 29E, are presented. In order to provide a comprehensive overview of the resource implications of the reorganization of the two departments, details of the post and financial resources proposed to be funded under the support account for peacekeeping operations, as well as the estimated resources from voluntary contributions, are included in the tables in the present report. With respect to resources to be funded under the support account, annex III below provides information on the impact of the reorganization on post resources, including redeployments, reassignments and reclassifications, and the associated financial resource requirements for the period from 1 January to 30 June 2019. Detailed explanations on post and non-post requirements for the period from 1 July 2018 to 30 June 2019 are presented in the report of the Secretary-General on the budget for the support account (A/72/790).

279. The changes required in the 2018–2019 biennial programme plan and priorities and programme budget are set out in table 1.

Table 1
Modifications required in the biennial programme plan and budget for 2018–2019

Current	*Proposed*
Section 5. Peacekeeping operations	Section 5. Peacekeeping operations
A. Peacekeeping operations	
1. Department of Peacekeeping Operations	A. Department of Peacekeeping Operations
(a) Executive direction and management	(a) Executive direction and management
(b) Programme of work	(b) Programme of work
Subprogramme 1. Operations	Subprogramme 1. Operations
Subprogramme 2. Military	Subprogramme 2. Military
Subprogramme 3. Rule of law and security institutions	Subprogramme 3. Rule of law and security institutions
Subprogramme 4. Policy, evaluation and training	Subprogramme 4. Policy, evaluation and training
(c) Programme support	(c) Programme support
2. Department of Field Support	
(a) Executive direction and management	
(b) Programme of work	
Subprogramme 5. Field administrative support	
Subprogramme 6. Integrated support services	
B. Peacekeeping missions	B. Peacekeeping missions
Section 29. Management and support services	Section 29. Management and support services
29A. Office of the Under-Secretary-General for Management	29A. Department of Management Strategy, Policy and Compliance
29B. Office of Programme Planning, Budget and Accounts	1. Office of the Under-Secretary-General
29C. Office of Human Resources Management	2. Office of Finance and Budget
29D. Office of Central Support Services	3. Office of Human Resources
29E. Office of Information and Communications Technology	4. Business Transformation and Accountability Division
29F. Administration, Geneva	29B. Department of Operational Support
29G. Administration, Vienna	1. Office of the Under-Secretary-General
29H. Administration, Nairobi	2. Office of Support Operations
	3. Office of Supply Chain Management

Current	Proposed
	4. Division for Special Activities
	5. Division of Administration, New York
	29C. Office of Information and Communications Technology
	29D. Global Shared Service Centres
	29E. Administration, Geneva
	29F. Administration, Vienna
	29G. Administration, Nairobi

280. Programme 4, Peacekeeping operations, will no longer include subprogramme 5, Field administrative support, or subprogramme 6, Integrated support services, as the activities of those subprogrammes will be subsumed under programme 25, Management and support services.

281. The new Department of Management Strategy, Policy and Compliance will be responsible for the enterprise resource planning project, the secretariat of the Fifth Committee and the Committee for Programme and Coordination, the Management Evaluation Unit, and the finance and budget, human resources, and business transformation and accountability functions.

282. In addition, under programme 25, the Department will be responsible for support operations, supply chain management, special activities, administration, New York, and the Global Shared Service Centres.

283. In order to better present a holistic view of the resources of each department, it is proposed that the budget fascicles for 2020 and onward for sections 29A to 29G be prepared at the subsection level. The subsection 29A budget fascicle will include components 1–4, and the subsection 29B fascicle will include components 1–5.

284. The posts approved for the current Department of Management and Department of Field Support are proposed to be redistributed, for 2019, to the new Department of Management Strategy, Policy and Compliance and Department of Operational Support. The resulting impacts on the resources for the biennium 2018–2019 of the current Department of Field Support, under section 5, Peacekeeping operations, and the Department of Management, under section 29, Management and support services, are presented in table 2.

Table 2
Changes to approved financial and post resources

(Thousands of United States dollars)

	2018–2019		Changes		2018–2019 revised estimates	
Budget section/subsection	Posts	Resources	Posts	Resources	Posts	Resources
5. Peacekeeping operations[a]						
Regular budget	27	8 211.3	(27)	(4 081.7)	–	4 129.6
Other assessed	404	32 671.3	(404)	–	–	32 671.3

Budget section/subsection	2018-2019		Changes		2018-2019 revised estimates	
	Posts	Resources	Posts	Resources	Posts	Resources
Extrabudgetary	–	–			–	–
Subtotal	**431**	**40 882.6**	**(431)**	**(4 081.7)**	**–**	**36 800.9**
29A Office of the Under-Secretary-General for Management						
Regular budget	42	19 165.7	(42)	(9 448.1)	–	9 717.6
Other assessed	11	7 070.0	(11)	–	–	7 070.0
Extrabudgetary	4	19 751.9	(4)	(9 876.0)	–	9 876.0
Subtotal	**57**	**45 987.6**	**(57)**	**(19 324.1)**	**–**	**26 663.6**
29B Office of Programme Planning, Budget and Accounts						
Regular budget	100	32 455.7	(100)	(15 591.3)	–	16 864.4
Other assessed	105	7 699.2	(105)	–	–	7 699.2
Extrabudgetary	82	27 419.4	(82)	(13 709.7)	–	13 709.7
Subtotal	**287**	**67 574.3**	**(287)**	**(29 301.0)**	**–**	**38 273.3**
29C Office of Human Resources Management						
Regular budget	132	61 957.7	(132)	(30 300.5)	–	31 657.2
Other assessed	45	3 463.4	(45)	–	–	3 463.4
Extrabudgetary	19	9 529.4	(19)	(4 764.7)	–	4 764.7
Subtotal	**196**	**74 950.5**	**(196)**	**(35 065.2)**	**–**	**39 885.3**
29D Office of Central Support Services						
Regular budget	287	152 817.4	(287)	(78 352.1)	–	74 465.3
Other assessed	84	17 042.9	(84)	–	–	17 042.9
Extrabudgetary	22	61 485.6	(22)	(30 742.8)	–	30 742.8
Subtotal	**393**	**231 345.9**	**(393)**	**(109 094.9)**	**–**	**122 251.0**
29E Office of Information and Communications Technology						
Regular budget	177	95 466.0	(177)	(48 007.3)	–	47 458.7
Other assessed	30	4 113.9	(30)	–	–	4 113.9
Extrabudgetary	13	70 968.2	(13)	(35 484.1)	–	35 484.1
Subtotal	**220**	**170 548.1**	**(220)**	**(83 491.4)**	**–**	**87 056.7**
Sections 29A to 29E						
Regular budget	738	361 862.5	(738)	(181 699.3)	–	180 163.2
Other assessed	275	39 389.4	(275)	–	–	39 389.4
Extrabudgetary	140	189 154.5	(140)	(94 577.3)	–	94 577.3
Subtotal	**1 153**	**590 406.4**	**(1 153)**	**(276 276.6)**	**–**	**314 129.9**
Regular budget	**765**	**370 073.8**	**(765)**	**(185 781.0)**	**–**	**184 292.8**
Other assessed	**679**	**72 060.7**	**(679)**	**–**	**–**	**72 060.7**
Extrabudgetary	**140**	**189 154.5**	**(140)**	**(94 577.3)**	**–**	**94 577.3**
Total	**1 584**	**631 289.0**	**(1 584)**	**(280 358.3)**	**–**	**350 930.8**

[a] Department of Field Support only.

285. The proposed financial and staffing resources for the new Department of Management Strategy, Policy and Compliance and Department of Operational Support are set out in table 3. The resources presented in tables 2 and 3, as well as in the rest of the report, exclude 40 posts proposed to be abolished as a result of the transfer of functions to the Global Shared Service Centres. The total resources proposed for the centres are presented in the report of the Secretary-General on the global service delivery model (A/72/801).

286. The reorganization of the Department of Management and Department of Field Support as the Department of Management Strategy, Policy and Compliance and Department of Operational Support will result in the redeployment of 733 posts funded from the programme budget whose functions will remain unchanged. In addition, 31 posts funded from the programme budget have been identified whose functions would change in the new departments and are proposed to be reassigned accordingly. The details of those posts are presented under each office in the sections that follow. A vacancy rate of 50 per cent for posts in the Professional and higher categories and 35 per cent for posts in the General Service and related categories have been applied to the costing of the 31 posts. In addition, one post (Trades and Crafts) is proposed to be abolished.

287. As indicated in paragraph 8 above, the Department of Management Strategy, Policy and Compliance and the Department of Operational Support will be constituted from the posts approved for 2019 for the current Department of Management and Department of Field Support. To facilitate the hiring by programme managers of the staff required to deliver the benefits of the reorganization, it is proposed that the 5 per cent reduction in post resources approved by the General Assembly in its resolution 72/261 under sections 29C, 29D and 29E not be applied for the year 2019 to the two new departments. This proposal is reflected in the cost estimates set out below. Overall, the reform will entail a reduction in post resources in the amount of $510,100, which will be reflected in the first performance report for the biennium.

Table 3
Proposed resources, 2019
(Thousands of United States dollars)

	2018–2019 revised estimate	
Budget section subsection	*Posts*	*Financial resources*
29A. Department of Management Strategy, Policy and Compliance		
1. Office of the Under-Secretary-General		
Regular budget	36	9 371.2
Other assessed	5	21 466.7
Extrabudgetary	3	8 066.2
Subtotal	**44**	**38 904.1**
2. Office of Finance and Budget		
Regular budget	87	12 973.2
Other assessed	86	6 713.2
Extrabudgetary	56	13 709.7
Subtotal	**229**	**33 396.1**
3. Office of Human Resources		
Regular budget	88	19 965.3

Budget section/subsection		2018–2019 revised estimate	
		Posts	Financial resources
	Other assessed	40	3 303.6
	Extrabudgetary	9	4 764.7
	Subtotal	**137**	**28 033.6**
4	Business Transformation and Accountability Division		
	Regular budget	46	6 707.5
	Other assessed	54	3 314.3
	Extrabudgetary	16	–
	Subtotal	**116**	**10 021.8**
	Subtotal, A	**526**	**110 355.6**
29B	**Department of Operational Support**		
1	Office of the Under-Secretary-General		
	Regular budget	2	3 165.7
	Other assessed	27	2 446.9
	Extrabudgetary	1	–
	Subtotal	**30**	**5 612.6**
2	Office of Support Operations		
	Regular budget	39	6 505.0
	Other assessed	121	8 688.5
	Extrabudgetary	11	–
	Subtotal	**171**	**15 193.5**
3	Office of Supply Chain Management		
	Regular budget	40	5 235.8
	Other assessed	210	15 749.9
	Extrabudgetary	21	482.0
	Subtotal	**271**	**21 467.7**
4	Division for Special Activities		
	Regular budget	4	730.7
	Other assessed	48	3 342.9
	Extrabudgetary	–	–
	Subtotal	**52**	**4 073.6**
5	Division of Administration, New York		
	Regular budget	294	85 065.6
	Other assessed	23	12 831.4
	Extrabudgetary	38	30 260.9
	Subtotal	**355**	**128 157.9**
	Subtotal, B	**879**	**174 505.3**

Budget section/subsection	Posts	Financial resources
29C. Office of Information and Communications Technology		
Regular budget	128	35 550.5
Other assessed	51	8 463.8
Extrabudgetary	5	35 484.1
Subtotal, 4	**184**	**79 498.4**
Total	**1 589**	**364 359.3**

288. The approved post structure of the current Department of Management and Department of Field Support is presented in table 4 below.

Current approved post structure

Budget section/subsection	Professional and higher									General Service			Other				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Subtotal	Field Service	National Professional Officer	Local level	Trades and Crafts	Subtotal	Total
5. Peacekeeping operations[a]																		
Regular budget	1	1	1	1	3	2	4	6	19		8	8	–	–	–	–	–	27
Other assessed			3	10	37	89	107	4	250	18	136	154	–	–	–	–	–	404
Extrabudgetary	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Subtotal	**1**	**1**	**4**	**11**	**40**	**91**	**111**	**10**	**269**	**18**	**144**	**162**	–	–	–	–	–	**431**
29A–E. Department of Management																		
Regular budget	1	4	12	25	56	83	81	42	305	42	294	336	–	–	1	96	97	738
Other assessed			1	3	13	69	68	15	169	11	95	106	–	–	–	–	–	275
Extrabudgetary	–	–	–	–	10	17	19	5	51	17	69	86	–	–	–	3	3	140
Subtotal	**1**	**4**	**13**	**28**	**79**	**170**	**168**	**62**	**525**	**70**	**458**	**528**	–	–	**1**	**99**	**100**	**1 153**
Total	**2**	**5**	**17**	**39**	**119**	**261**	**279**	**72**	**794**	**88**	**602**	**690**	–	–	**1**	**99**	**100**	**1 584**

[a] Department of Field Support only.

289. The proposed post structure of the Department of Management Strategy, Policy and Compliance and the Department of Operational Support is presented in table 5 below.

Table 5
Proposed post structure

	Professional and higher									*General Service*			*Other*					
Entity	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Subtotal*	*Field Service*	*National Professional Officer*	*Local level*	*Trades and crafts*	*Subtotal*	*Total*
Department of Management Strategy, Policy and Compliance																		
Regular budget	1	2	7	16	33	46	37	24	166	18	73	91	–	–	–	–	–	257
Other assessed	–	–	1	3	13	59	43	7	126	4	55	59	–	–	–	–	–	185
Extrabudgetary	–	–	–	–	9	13	20	2	44	6	34	40	–	–	–	–	–	84
Subtotal	**1**	**2**	**8**	**19**	**55**	**118**	**100**	**33**	**336**	**28**	**162**	**190**	–	–	–	–	–	**526**
Department of Operational Support																		
Regular budget	1	2	5	5	13	19	17	12	74	16	194	210	–	–	–	95	95	379
Other assessed	–	–	2	9	33	89	122	9	264	21	144	165	–	–	–	–	–	429
Extrabudgetary	–	–	–	–	2	5	5	3	15	8	39	47	3	3	–	3	9	71
Subtotal	**1**	**2**	**7**	**14**	**48**	**113**	**144**	**24**	**353**	**45**	**377**	**422**	**3**	**3**	–	**98**	**104**	**879**
Office of Information and Communications Technology																		
Regular budget	–	1	1	5	13	21	31	12	84	8	35	43	–	–	1	–	1	128
Other assessed	–	–	1	1	2	13	11	3	31	4	16	20	–	–	–	–	–	51
Extrabudgetary	–	–	–	–	–	2	1	–	3		2	2	–	–	–	–	–	5
Subtotal	–	**1**	**2**	**6**	**15**	**36**	**43**	**15**	**118**	**12**	**53**	**65**	–	–	**1**	–	**1**	**184**
Total	**2**	**5**	**17**	**39**	**118**	**266**	**286**	**72**	**805**	**84**	**592**	**667**	**3**	**3**	**1**	**98**	**105**	**1 589**

A. Department of Management Strategy, Policy and Compliance

Overview

290. The proposed resources for the Department of Management Strategy, Policy and Compliance are presented in table 6.

Table 6
Proposed resources, 2019
(Thousands of United States dollars)

	2018–2019 revised estimate	
	Posts	Financial resources
1 Office of the Under-Secretary-General		
Regular budget	36	9 371.2
Other assessed	5	21 466.7
Extrabudgetary	3	8 066.2
Subtotal	**44**	**38 904.1**
2 Office of Finance and Budget		
Regular budget	87	12 973.2
Other assessed	86	6 713.2
Extrabudgetary	56	13 709.7
Subtotal	**229**	**33 396.1**
3 Office of Human Resources		
Regular budget	88	19 965.3
Other assessed	40	3 303.6
Extrabudgetary	9	4 764.7
Subtotal	**137**	**28 033.6**
4 Business Transformation and Accountability Division		
Regular budget	46	6 707.5
Other assessed	54	3 314.3
Extrabudgetary	16	
Subtotal	**116**	**10 021.8**
Total	**526**	**110 355.6**

291. The proposed post structure for the Department of Management Strategy, Policy and Compliance is presented in table 7.

Table 7
Proposed post structure

	Professional and higher									*General Service*			*Other*					
Entity	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Subtotal*	*Field Service*	*National Professional Officer*	*Local level*	*Trades and Crafts*	*Subtotal*	*Total*
1 Office of the Under-Secretary-General																		
Regular budget	1	–	2	2	6	5	5	1	22	3	11	14	–	–	–	–	–	36
Other assessed	–	–	–	–	–	2	3	–	5	–	–	–	–	–	–	–	–	5
Extrabudgetary	–	–	–	–	1	1	–	–	2	–	1	1	–	–	–	–	–	3
Subtotal	**1**	**–**	**2**	**2**	**7**	**8**	**8**	**1**	**29**	**3**	**12**	**15**	**–**	**–**	**–**	**–**	**–**	**44**
2 Office of Finance and Budget																		
Regular budget	–	1	2	8	7	17	9	6	50	5	32	37	–	–	–	–	–	87
Other assessed	–	–	1	1	6	28	20	1	57	3	26	29	–	–	–	–	–	86
Extrabudgetary	–	–	–	–	8	7	10	1	26	3	27	30	–	–	–	–	–	56
Subtotal	**–**	**1**	**3**	**9**	**21**	**52**	**39**	**8**	**133**	**11**	**85**	**96**	**–**	**–**	**–**	**–**	**–**	**229**
3 Office of Human Resources																		
Regular budget	–	1	2	3	12	16	12	12	58	7	23	30	–	–	–	–	–	88
Other assessed	–	–	–	1	4	16	7	3	31	–	9	9	–	–	–	–	–	40
Extrabudgetary	–	–	–	–	–	2	2	–	4	2	3	5	–	–	–	–	–	9
Subtotal	**–**	**1**	**2**	**4**	**16**	**34**	**21**	**15**	**93**	**9**	**35**	**44**	**–**	**–**	**–**	**–**	**–**	**137**
4 Business Transformation and Accountability Division																		
Regular budget	–	–	1	3	8	8	11	5	36	3	7	10	–	–	–	–	–	46
Other assessed	–	–	–	1	3	13	13	3	33	1	20	21	–	–	–	–	–	54
Extrabudgetary	–	–	–	–	–	3	8	1	12	1	3	4	–	–	–	–	–	16
Subtotal	**–**	**–**	**1**	**4**	**11**	**24**	**32**	**9**	**81**	**5**	**30**	**35**	**–**	**–**	**–**	**–**	**–**	**116**
Total	**1**	**2**	**8**	**19**	**55**	**118**	**100**	**33**	**336**	**28**	**162**	**190**	**–**	**–**	**–**	**–**	**–**	**526**

1. Office of the Under-Secretary-General

Table 8
Proposed resources by component, 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Regular budget		
(a) Executive direction and management	2 377.8	14
(b) Programme of work		
Enterprise resource planning project	2 327.3	–
Secretariat of the Fifth Committee and the Committee for Programme and Coordination	971.1	6
Management Evaluation Unit	1 241.2	9
(c) Programme support	2 453.8	7
Subtotal	**9 371.2**	**36**
Other assessed	21 466.7	5
Extrabudgetary	8 066.2	3
Total	**38 904.1**	**44**

(a) Executive direction and management

Table 9
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the full implementation of legislative mandates and compliance with United Nations policies and procedures in order to ensure an effective management culture throughout the Organization

			Performance measures	
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018–2019*	*2016–2017, 2014–2015, 2012–2013*
(a) Programme of work is effectively managed	Percentage of respondents providing a positive assessment on the timeliness of the services rendered by the Department [percentage]	Target	100	
		Estimate		
		Actual		
(b) Delivery of mandates is enabled through client-focused policies and procedures	Increased percentage of respondents providing a positive assessment on the strategies and policies promulgated by the Department	Target	100	
		Estimate		
		Actual		
(c) Timeliness of submission of documentation is increased	Increased percentage of pre-session documents submitted in accordance with the established deadline	Target	100	
		Estimate		
		Actual		
(d) Efficiencies are achieved with respect to travel costs of the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100	
		Estimate		
		Actual		

External factors

292. The Office of the Under-Secretary-General for Management Strategy, Policy and Compliance is expected to achieve its objectives and expected accomplishments under executive direction and management on the assumption that all stakeholders

will extend their full cooperation and support to the Department in implementing management improvements.

Outputs

293. The outputs to be delivered in 2019 are set out in table 10.

Table 10
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget, other assessed and extrabudgetary)	
General Assembly	
Substantive servicing of meetings	
2 Formal meetings of the Fifth Committee	1
3 Informal consultations of the Fifth Committee	2
4 Hearings of the Advisory Committee on Administrative and Budgetary Questions	1
Administrative support services (regular budget)	
5 Representation of the Secretary-General at meetings of the United Nations intergovernmental bodies on various administrative and financial issues, as and when required	1
6 Provision of concerted leadership to inter-agency bodies on management-related issues, including provision of coordination and strategic direction to meetings of the High-level Committee on Management of CEB	1
7 Liaison and effective communication with Member States, the host Government, non-governmental organizations and other external entities on management and other resource-related issues	1
8 Co-chair the Management Client Board jointly with the Department of Operational Support	1
9 Strategic guidance and management oversight for advancement and completion of management reforms, including implementation of the enterprise resource planning project and the global service delivery model project	1
10 Develop Secretariat-wide environmental sustainability management policy, governance and compliance framework	1

Table 11
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	2 114.0	14
Non-post	263.8	–
Subtotal	**2 377.8**	**14**
Other assessed	853.4	2
Extrabudgetary	747.4	2
Total	**3 978.6**	**18**

Table 12
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	1	–	–	1
ASG	–	–	–	–
D-2	1	–	–	1
D-1	1	–	–	1
P-5	2	–	1	3
P-4	1	1	–	2
P-3	3	1	–	4
P-2/1	–	–	–	–
Subtotal	**9**	**2**	**1**	**12**
General Service				
Principal level	1	–	–	1
Other level	4	–	1	5
Subtotal	**5**	**–**	**1**	**6**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**
Total	**14**	**2**	**2**	**18**

294. Post requirements of $2,114,000 will provide for 14 posts, as detailed in tables 11 and 12.

295. In the Office of the Under-Secretary-General, 7 posts (1 Under-Secretary-General, 1 D-2, 1 P-5, 1 P-4 and 3 General Service (Other level)) of the 11 funded from the programme budget were previously approved by the General Assembly in the Office of the Under-Secretary-General, 1 post (General Service (Other level)) was approved in the Executive Office of the Department of Management and 1 post (P-5) was approved in the Office of Information and Communications Technology; those 9 posts will carry out functions similar to those for which they were approved.

296. In addition, two posts (P-3) previously approved in the Office of Programme Planning, Budget and Accounts (Accountant) and in the Office of Human Resources Management (Human Resources Officer) are proposed to be reassigned as a Management and Programme Analyst and a Legal Officer, both at the P-3 level.

297. Finally, the proposed Inter-Agency and Intergovernmental Service will comprise three posts (1 D-1, 1 P-3 and 1 General Service (Principal level)), previously approved by the General Assembly in the Accounts Division, the Office of the Under-Secretary-General and the Executive Office of the Department of Management. Those three posts will carry out functions similar to those for which they were approved.

298. Non-post requirements amounting to $263,800 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

(b) Programme of work

Component 1
Enterprise resource planning project

Table 13
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) All business processes for the management of resources and programme performance are efficient and effective, have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures [percentage of business processes designed and released for acceptance for Umoja Foundation (2012–2013), Umoja Foundation and Extension 1 (2014–2015), Umoja Extensions 1 and 2 (2016–2017) and Umoja Extension 2 (2018–2019)]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Increased percentage of business processes built, tested and stabilized in the areas of human resources, finance and supply chain and central support services [percentage of business processes designed and released for acceptance for Umoja Foundation (2012–2013), Foundation and Extension 1 (2014–2015), Extensions 1 and 2 (2016–2017) and Extension 2 (2018–2019)]	Target	100	100	100	100
		Estimate		64	100	100
		Actual			60	52
(b) Umoja is stabilized and operating effectively	(i) Decrease in the number of help desk support requests after stabilization [ratio of number of users per ticket]	Target	45	40.5		
		Estimate		44	40	
		Actual			46.6	
	(ii) Decreased amount of time required to provide help to those requesting support [average number of hours required to resolve a high-level service request or incident]	Target	48	48		
		Estimate		134	70	
		Actual			160	

External factors

299. The objectives and expected accomplishments are expected to be achieved on the assumption that all vendors meet all contractual requirements in a timely manner and the software and technological systems meet all performance requirements.

Outputs

300. In 2019, the outputs set out in table 14 will be delivered.

Table 14
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies and reports thereto (regular budget, other assessed and extrabudgetary)	
General Assembly	
Substantive servicing of meetings	
1. Formal meetings of the Fifth Committee	1
2. Informal consultations of the Fifth Committee	1
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	1
Parliamentary documentation	
4. Eleventh progress report of the Secretary-General on the enterprise resource planning project	1
Other substantive activities (regular budget, other assessed and extrabudgetary)	
Technical materials	
5. Update and maintenance of Umoja website	1
6. Update and maintenance of the social media accounts for Umoja	1
Administrative support services (regular budget, other assessed and extrabudgetary)	
Overall management	
7. Update and maintenance of Umoja Foundation and Umoja Extensions 1 and 2	1
8. Monitoring the implementation of the projects under the 2018–2019 workplan, including Umoja Extension 2 (number of projects implemented)	8
9. Business process improvements relating to Umoja Foundation and Extension 1 (number of processes)	6

301. The distribution of resources for component 1 is reflected in table 15.

Table 15
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	–	–
Non-post	2 327.3	–
Subtotal	**2 327.3**	–
Other assessed	14 429.6	–
Extrabudgetary	7 137.2	–
Total	**23 894.1**	–

302. Non-post requirements amounting to $2,327,300 will provide for the regular budget share of the enterprise resource planning component.

Component 2
Secretariat of the Fifth Committee and the Committee for Programme and Coordination

Table 16
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*							
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
Communication is improved on organizational and procedural aspects of meetings, and substantive, technical and secretariat support to the Member States and other participants in the meetings is enhanced	(i) Full compliance with the deadline for submission of the final reports of the committees serviced by the Secretariat in order to allow for simultaneous publication in all official languages [percentage of final reports of the committees submitted by established deadlines]	Target	100		100		100		100	
		Estimate			100		100		100	
		Actual					100		100	
	(ii) Reduced number of complaints by representatives of Member States on the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services [number of complaints]	Target	–		–		–		–	
		Estimate			–		–		–	
		Actual					–		–	

External factors

303. The objective and expected accomplishments are expected to be achieved on the assumption that: (a) meetings and sessions will be held as planned and proposals from Member States with regard to the agreed programme of work, including calls for participation by the Committee secretariat in "informal informal" meetings and requests for documentation, will be received in a timely and coordinated manner; and (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee during formal meetings, as well as during informal and "informal informal" consultations.

Outputs

304. In 2019, the outputs set out in table 17 will be delivered.

Table 17
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies and reports thereto (regular budget and other assessed)	
General Assembly	
Substantive servicing of meetings	
Substantive and technical servicing of	
1. Formal meetings and informal consultations of the Fifth Committee, as required	160
2. Formal meetings and informal consultations of the Committee for Programme and Coordination, as required	40
Other services	
Assistance to intergovernmental bodies and/or United Nations representatives/rapporteurs	
3. Planning and organization of activities and services related to the sessions of the Committees	1
4. Advice to the Chairs and bureaux of the Committees and to Member States	1
5. Substantive summaries of the meetings and working and background papers, as required	1
Fifth Committee	
6. Notes on the programme of the work, as required	70
7. Notes on the status of documentation, as required	35
8. Procedural notes for the Chair, as required	40
Committee for Programme and Coordination	
9. Notes on the programme of the work, as required	10
10. Notes on the status of documentation, as required	2
11. Procedural notes for the Chair, as required	10
Other substantive activities (regular budget and other assessed)	
Technical materials	
Update and maintenance of the	
12. Websites of the Fifth Committee	1
13. Websites of the Committee for Programme and Coordination	1

305. The distribution of resources for component 2 is reflected in table 18.

Table 18
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	966.0	6
Non-post	5.1	–
Subtotal	**971.1**	**6**
Other assessed	127.7	2
Extrabudgetary	–	–
Total	**1 098.8**	**8**

Table 19
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	1	–	–	1
D-1	–	–	–	–
P-5	2	–	–	2
P-4	–	1	–	1
P-3	–	1	–	1
P-2/1	1	–	–	1
Subtotal	**4**	**2**	**–**	**6**
General Service				
Principal level	–	–	–	–
Other level	2	–	–	2
Subtotal	**2**	**–**	**–**	**2**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**
Total	**6**	**2**	**–**	**8**

306. Post requirements of $966,000 will provide for six posts, as detailed in tables 18 and 19.

307. Of the six posts funded from the programme budget, five posts (1 D-2, 1 P-5, 1 P-2 and 2 General Service (Other level)) previously approved by the General Assembly in the secretariat of the Fifth Committee and the Committee for Programme and Coordination and one post (P-5) approved in the Executive Office of the Department of Management will carry out functions similar to those for which they were approved.

308. Non-post requirements amounting to $5,100 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Component 3
Management evaluation component for the administration of justice

Table 20
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization To ensure greater personal accountability for decision-making

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018	2016–2017	2014–2015	2012–2013
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	All management evaluation requests are responded to within the prescribed 30- and 45-day time limits	Target	94	94	94	87
		Estimate		90	92	92
		Actual			75	92
(b) Improved accountability in management-related decisions	Reduced percentage of improper or incorrect decisions within the various offices and departments of the Secretariat	Target	10	12	12	10
		Estimate		10	12	13
		Actual			8	13
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation	Target	37	42	41	40
		Estimate		20	41	39
		Actual			25	39

External factors

309. The objectives and expected accomplishments are expected to be achieved on the assumption that there will be no significant increase in the number of evaluation requests or improper or incorrect decisions.

Outputs

310. In 2019, the outputs set out in table 21 will be delivered.

Table 21
Categories of outputs and final outputs

Outputs	*Quantity*
Administrative support services (regular budget, other assessed and extrabudgetary)	
Overall management	
1. Recommendations on requests for management evaluation of contested administrative decisions as to whether the requests are receivable and, if so, whether the decisions are in accordance with the applicable internal rules and jurisprudence of the Organization	300
2. Recommendations on requests for suspension of action submitted to the Secretary-General in cases involving separation from service of staff members, identification and provision of recommendations on systemic issues in respect of managerial decision-making authority	75
3. Tracking of managerial compliance with responsibilities in the Organization's system of administration of justice and identification of circumstances in which delegated managerial authority may be withdrawn or referred for investigation	1
4. Expert guidance to decision makers in the form of periodic lessons-learned guides	1
5. Inputs to the report of the Secretary-General on the administration of justice	1

311. The distribution of resources for component 3 is reflected in table 22.

Table 22
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	1 064.2	9
Non-post	177.0	–
Subtotal	**1 241.2**	**9**
Other assessed	44.1	1
Extrabudgetary	–	–
Total	**1 285.3**	**10**

Table 23
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	–	–	–
D-1	–	–	–	–
P-5	1	–	–	1
P-4	2	–	–	2
P-3	2	1	–	3
P-2/1	–	–	–	–
Subtotal	**5**	**1**	–	**6**
General Service				
Principal level	–	–	–	–
Other level	4	–	–	4
Subtotal	**4**	–	–	**4**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**9**	**1**	–	**10**

312. Post requirements of $1,064,200 will provide for nine posts, as detailed in tables 22 and 23.

313. Of the nine posts funded from the programme budget, six posts (1 P-5, 2 P-4 and 3 General Service (Other level)) previously approved by the General Assembly in the Management Evaluation Unit and one post (General Service (Other level)) approved in the Executive Office of the Department of Management will carry out functions similar to those for which they were approved. In addition, two posts (P-3) previously approved in the Learning, Development and Human Resources Services Division of the Office of Human Resources Management as Human Resources Officers are proposed to be reassigned as Legal Officers (P-3).

314. Non-post requirements amounting to $177,000 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

(c) Programme support

Table 24
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	1 089.1	7
Non-post	1 364.7	–
Subtotal	**2 453.8**	**7**
Other assessed	6 011.9	–
Extrabudgetary	181.6	1
Total	**8 647.3**	**8**

Table 25
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	–	–	–
D-1	1	–	–	1
P-5	1	–	–	1
P-4	2	–	1	3
P-3	–	–	–	–
P-2/1	–	–	–	–
Subtotal	**4**	**–**	**1**	**5**
General Service				
Principal level	2	–	–	2
Other level	1	–	–	1
Subtotal	**3**	**–**	**–**	**3**

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**7**	–	**1**	**8**

315. Post requirements of $1,089,100 will provide for seven posts, as detailed in tables 24 and 25.

316. The seven posts (1 D-1, 1 P-5, 2 P-4, 2 General Service (Principal level) and 1 General Service (Other level)) in the Business Partner Service were previously approved by the General Assembly in the Executive Office of the Department of Management and will carry out functions similar to those for which they were approved.

317. Non-post requirements amounting to $1,364,700 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

2. Office of Finance and Budget

Table 26
Proposed resources by component, 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Regular budget		
(a) Executive direction and management	710.6	4
(b) Programme of work		
Finance Division	5 544.3	39
Field Operations Finance Division	1 410.6	8
Programme Planning and Budget Division	5 307.7	36
Subtotal	**12 973.2**	**87**
Other assessed	6 713.2	86
Extrabudgetary	13 709.7	56
Total	**33 396.1**	**229**

(a) Executive direction and management

Table 27
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To facilitate the full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of financial resources of the Organization and management of the programme of work and staff of the Office

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*					
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*		
(a) There is sound financial management and control in the Organization	Absence of significant adverse audit observations relating to financial management and control [significant adverse audit observations]	Target	–	–	–	–		
		Estimate		–	–	–		
		Actual			–	–		
(b) The programme of work of the Office of Finance and Budget is effectively managed and supported by staff and financial resources	(i) Number of days to respond to requests of client departments and offices for administrative services, including responses to queries on financial policy matters	Target	6					
		Estimate						
		Actual						
	(ii) Number of days to clear donor, executing agency, host country and framework agreements	Target		6.5	7.5	7		
		Estimate		6.5	7	8		
		Actual			7	7		
(c) Documentation needed for meetings of relevant intergovernmental bodies is submitted in a timely manner	Percentage of documentation submitted in a timely manner	Target	100					
		Estimate						
		Actual						
(d) Efficiencies are achieved in travel costs of the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100					
		Estimate						
		Actual						

External factors

318. This component is expected to achieve its objectives and expected accomplishments on the assumption that all stakeholders will fully comply with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and relevant legislative mandates.

Outputs

319. In 2019, the outputs set out in table 28 will be delivered.

Table 28
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget/extrabudgetary)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	15
2. Informal consultations of the Committee	3
Committee for Programme and Coordination	
Substantive servicing of meetings	
3. Formal meetings of the Committee	6
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
4. Hearings of the Advisory Committee	13
Administrative support services (regular budget/extrabudgetary)	
Overall management	
5. Representation at and convening of meetings with relevant officials of the Secretariat, offices away from Headquarters and United Nations agencies, funds and programmes on issues of common concern	4
Financial management	
6. Financial oversight, including oversight of the staff members designated to perform functions in the management of financial resources	1
7. Organization and conduct of training workshops on financial matters for Chief Administrative Officers and Chief Finance Officers of various departments, offices and peacekeeping and political missions	2

Table 29
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	665.0	4
Non-post	45.6	–
Subtotal	**710.6**	**4**
Other assessed	70.6	1
Extrabudgetary	6 849.4	1
Total	**7 630.6**	**6**

Table 30
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	1	–	–	1
D-2	–	–	–	–
D-1	–	–	–	–
P-5	1	–	–	1
P-4	–	–	1	1
P-3	–	–	–	–
P-2/1	–	–	–	–
Subtotal	**2**	–	**1**	**3**
General Service				
Principal level	–	–	–	–
Other level	2	1	–	3
Subtotal	**2**	**1**	–	**3**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**4**	**1**	**1**	**6**

320. Post requirements of $665,000 will provide for four posts, as detailed in tables 29 and 30.

321. The four posts funded from the programme budget (1 Assistant Secretary-General, 1 P-5 and 2 General Service (Other level)) approved by the General Assembly in the Office of the Controller will carry out functions similar to those for which they were approved.

322. Non-post requirements amounting to $45,600 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

(b) Programme of work

Component 1
Finance Division

Table 31
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization To further improve the quality of financial statements and client satisfaction with services provided, to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations, to improve the application of related decisions and to ensure the prudent stewardship of funds

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*					
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
(a) Improved integrity of financial data	(i) Unqualified audit opinion of the Board of Auditors on financial statements compliant with IPSAS [positive (1), modified (2) or qualified (3) audit opinion]	Target	1		1		1	1	1	1
		Estimate			1		1	1	1	1
		Actual					1	1	1	1
	(ii) No significant adverse audit findings related to other financial matters	Target	4		4		2	2	2	2
		Estimate			4		6	2	2	2
		Actual					5	2	2	2
(b) Increased health and property coverage benefits for the Organization	Increased number of policies reflecting improvements or beneficial adjustments made to terms of insurance policies	Target	2		2		2	2	2	2
		Estimate			2		2	2	2	2
		Actual					3	3	3	3
(c) Improved decision-making process by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(i) Maintenance of the percentage of monthly reports on the status of contributions issued by the end of the following month	Target	100		100		95	95	95	95
		Estimate			100		100	100	90	90
		Actual					100	95	95	95
	(ii) Full compliance with the deadlines for the submission of documentation relating to the scale of assessments [percentage]	Target	100		100		100	100	100	100
		Estimate			100		100	100	100	100
		Actual					100	100	100	100
(d) Improved financial policies	Assistance provided to clients on application of the Financial Regulations and Rules, policies and procedures [percentage of respondents expressing satisfaction]	Target	90		90		90	90	90	90
		Estimate			90		90	90	88.5	88.5
		Actual					90	90	90	90
(e) Secured funds management	(i) Safeguarding principal of investments [percentage of principal receipts that are on time]	Target	100		100					
		Estimate			100					
		Actual					100			
	(ii) Funds are available to meet obligations [percentage of time funds are available]	Target	100		100					
		Estimate			100		100			
		Actual					100			

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018–2019	2016–2017	2014–2015	2012–2013
	(iii) Return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return	Target	0.88	0.55	0.50	1.5
		Estimate		0.88	0.55	0.40
		Actual			0.66	0.63
	The actual average 90-day United States Treasury bill rate of return for 2014–2015 was 0.3%					
	[percentage rate of return]					

External factors

323. The objectives and expected accomplishments under component 1 are expected to be achieved on the assumption that the relevant information is complete, that it will be submitted for processing without delay and that there will be no major outages or malfunctions in the computerized systems, including Umoja.

Outputs

324. In 2019, the outputs set out in table 32 will be delivered.

Table 32
Categories of outputs and final outputs

Outputs	Quantity
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	5
2. Informal consultations of the Committee	13
Committee on Contributions	
Substantive servicing of meetings	
3. Formal meetings of the Committee	16
4. Informal consultations of the Committee	4
Investments Committee	
Substantive servicing of meetings	
5. Meetings of the Committee	2
Parliamentary documentation	
6. Annual and biennial financial reports	2
7. Report of the Secretary-General on the multi-year payment plans	1
8. Report of the Secretary-General on the implementation of General Assembly resolutions 55/235 and 55/236	1
9. Report of the Secretary-General on the financial situation of the United Nations	2
10. Documents related to the provisional agenda and the organization of the sessions of the Committee on Contributions; collection of contributions; review of the methodology for the preparation of future scales of assessments; and national accounts data and related statistics	5
11. Conference room papers on matters related to the organization of the sessions of the Committee on Contributions, the review of the methodology for the preparation of future scales of assessments, the collection of contributions and the application of Article 19 of the Charter of the United Nations	55

Outputs	*Quantity*
Other substantive activities (regular budget/extrabudgetary)	
Technical materials	
12. Monthly reports on the status of contributions	12
13. Documents on the assessment of the contributions of Member States to the United Nations, including for the regular budget, advances to the Working Capital Fund, financing of the peacekeeping operations and financing of the international tribunals	18
14. Ad hoc information about the scale of assessments, peacekeeping financing, the status of contributions and related issues, on request, to Member States, organizations of the United Nations system and other international organizations, non-governmental organizations and the public	1
International cooperation and inter-agency coordination and liaison (regular budget/extrabudgetary)	
Contribution to joint outputs	
15. Information materials for the annual United Nations Pledging Conference for Development Activities and assistance in recording and tabulating results, including necessary follow-up	1
Administrative support services (regular budget)	
Financial management	
16. Expert advice on voluntary contribution financial agreements between the United Nations and, inter alia, Governments, non-governmental organizations and private contributors	1
17. Expert advice and technical assistance to departments and offices on the application of the Financial Regulations and Rules, procedures and policies	1
18. Policy guidance on receipt, management and analysis of extrabudgetary resources to departments and offices, Member States, donors, United Nations agencies, funds and programmes and governmental and non-governmental organizations	1
Financial accounting and reporting	
19. Financial statements for the funds of the regular budget, peacekeeping operations, operations established by the Security Council and other special-purpose funds	38
20. Expert advice on accounting and financial matters and related systems to departments and offices, including offices away from Headquarters and peacekeeping missions	1
21. Development of new cost-effective accounting policies, practices and procedures, as appropriate	1
22. Organization and conduct of annual training workshops on financial matters and on IPSAS development for Chief Financial Officers and Chief Administrative Officers of various departments, offices and peacekeeping and political missions	1
23. Organization and conduct of regional training workshops for operations managers and financial officers in connection with the deployment of the internal control framework and the preparation of a statement on internal controls	2
24. Management and coordination of all life, health, property and liability insurance activities, including study of alternative insurance plan structures, as needed (number of insurance policies)	8
25. Issuance of assessment calculations for contributions of Member States for the regular budget, peacekeeping operations and the international tribunals, calculations for credits for peacekeeping operations and advances to the Working Capital Fund	40
26. Administration of bank accounts worldwide, including maintenance of bank account signatory panels and establishment of banking arrangements for offices away from Headquarters, regional economic commissions and special political missions, as required (number of bank accounts maintained)	150
27. Assessment of global cashier functions and approval of regional cashiers (number of cashiers)	15
28. Support to global cashier function (number of cashiers)	65
29. Maintenance of sufficient cash balances for daily requirements through daily monitoring of balances of the United Nations bank accounts (number of bank accounts)	150
30. Daily management of currencies to meet cash requirements (number of foreign exchange transactions)	950
31. Recording of miscellaneous incoming funds (number of receipts)	240

Outputs	*Quantity*
32. Update and maintenance of banking details of, inter alia, vendors, employees and Member States (number of records)	26 500
33. Investment of pooled funds in line with the United Nations Investment Management Guidelines, with the goal of preserving capital, managing risk and ensuring sufficient liquidity to meet operational requirements while earning a competitive rate of return for the regular budget, peacekeeping operations, general trust funds, technical cooperation funds, the escrow account and other funds (number of investment settlements)	13 250
34. Establishment of United Nations operational rates of exchange (number of times)	530
35. Support for post-Umoja implementation finance processes, including manual bank statements, bank reconciliation, financial statements and contributions	12
36. Development, update and maintenance of ad hoc financial applications (number of applications)	1
37. Organization and conduct of business intelligence training on finance	4
38. Update and maintenance of SWIFT and payment data for global United Nations payments (number of payments supported)	1
39. Update and maintenance of Umoja master data (number of work orders for the coding block and for service delivery)	65 000
40. Substantive support to departments and offices on business analysis, including reviewing and re-engineering business processes	1 950
41. Systems liaison with other Headquarters systems, including provision and management of access to tools, roll-outs of ad hoc applications and coordination/troubleshooting of payments	1
42. Update and maintenance of user access provisioning for finance user access to Umoja, including administration of delegation of authority for finance roles (number of user access provisioning requests)	1

325. The distribution of resources for component 1 is reflected in table 33.

Table 33
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	5 076.5	39
Non-post	467.8	—
Subtotal	**5 544.3**	**39**
Other assessed	335.1	37
Extrabudgetary	4 416.9	35
Total	**10 296.3**	**111**

Table 34
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	—	—	—	—
ASG	—	—	—	—

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
D-2	1	–	–	1
D-1	3	–	–	3
P-5	4	2	4	10
P-4	6	12	3	21
P-3	1	6	10	17
P-2/1	1	1	1	3
Subtotal	**16**	**21**	**18**	**55**
General Service				
Principal level	3	3	2	8
Other level	20	13	15	48
Subtotal	**23**	**16**	**17**	**56**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**39**	**37**	**35**	**111**

326. Post requirements of $5,076,500 will provide for 39 posts, as detailed in tables 33 and 34.

327. A total of 31 (1 D-1, 2 P-5, 5 P-4, 1 P-3, 1 P-2, 3 General Service (Principal level) and 18 General Service (Other level)) of the 39 posts (1 D-2, 3 D-1, 4 P-5, 6 P-4, 1 P-3, 1 P-2, 3 General Service (Principal level) and 20 General Service (Other level)) funded from the programme budget were previously approved by the General Assembly in the Accounts Division, whereas 3 posts (1 D-2, 1 D-1 and 1 P-4) were previously approved in the Office of the Controller and 5 posts (1 D-1, 2 P-5 and 2 General Service (Other level)) were approved in Treasury. All 39 posts in the Finance Division will carry out functions similar to those for which they were approved.

328. Non-post requirements amounting to $467,800 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Component 2
Field Operations Finance Division

Table 35
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To secure the resources for the financing of field operations, to ensure the efficient and effective administration and management of field operations and to ensure the efficient and effective functioning of the Secretariat with regard to global asset management

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Contribute to fully informed decision-making by Member States on issues relating to field operations	Increased percentage of budget and budget performance reports are submitted by the documentation deadline in order to allow for simultaneous publication in all official languages	Target	97	97	97	97
		Estimate		97	97	97
		Actual			95	91
(b) Increased efficiency and effectiveness of field operations	(i) Liabilities for troops do not exceed three months (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(ii) Increased percentage of clients expressing satisfaction with the services received (percentage of respondents expressing satisfaction)	Target	90	95	90	90
		Estimate		90	90	90
		Actual			82	
(c) Efficient and effective management, maintenance and operation of Headquarters and global facilities	Increased compliance of capital maintenance programmes and capital projects with the policy frameworks pertaining to construction work and with the capital project guidelines	Target	90	90	85	50
		Estimate		90	85	50
		Actual			71	50
(d) Operation of a property management system that is fully compliant with IPSAS	Property management aspect of the financial statements is in compliance with IPSAS	Target	Yes	Yes	Yes	
		Estimate		Yes	Yes	
		Actual			Yes	

External factors

329. The objectives and expected accomplishments under component 2 are expected to be achieved on the assumption that: (a) the timing and nature of mandates approved by the Security Council or the General Assembly that frame the establishment, expansion and scope and scale of activities of individual peacekeeping operations, special political missions and other field-based entities in the Secretariat, and consequently their related resource requirements, will follow normal patterns; and (b) assessed contributions will be paid promptly.

Outputs

330. In 2019, the outputs set out in table 36 will be delivered.

Table 36
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget and other assessed resources)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	19
2. Informal consultations of the Committee	70
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
3. Hearings of the Advisory Committee	55
Parliamentary documentation	
Reports of the Secretary-General on	
4. Budgets for United Nations peacekeeping operations for the periods from 1 July 2018 to 30 June 2019 and from 1 July 2019 to 30 June 2020	13
5. Budget performance of the United Nations peacekeeping operations for the periods from 1 July 2017 to 30 June 2018 and from 1 July 2018 to 30 June 2019	14
6. Updated financial position of closed peacekeeping missions as at 30 June 2018 and 2019	1
7. Final disposition of assets of peacekeeping missions in liquidation	1
8. Final performance report of peacekeeping missions in liquidation	1
9. Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	7
10. Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council (2020)	5
Notes by the Secretary-General on	
11. Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	2
Other services	
12. Supplementary financial information for the Advisory Committee and the Fifth Committee	24
13. Discussions with Member States, including troop-contributing countries, on financial matters with regard to field operations and liabilities of missions	14
14. Written responses to the Advisory Committee and the Fifth Committee	2 050
Administrative support services (regular budget/other assessed resources)	
Financial services relating to field operations	
15. Issuance and revision of allotments and staffing table authorizations	600
16. Establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field-resourcing support analysis	1
17. Financial oversight of liquidating field operations	1
18. Formulation of resource requirements to support the assessment and planning for new, expanding, transitioning and liquidating field operations in response to Security Council or General Assembly mandates	1
19. Formulation of resource requirements due to new initiatives, unforeseen circumstances and changed environments	1
20. Processing of requests to incur unforeseen and extraordinary expenses	8
21. Weekly monitoring of the cash position for special accounts of peacekeeping operations and utilization of the Peacekeeping Reserve Fund	52

Outputs	*Quantity*
22. Expert advice and guidance to field operations, the Regional Service Centre in Entebbe, the United Nations Logistics Base at Brindisi, and Headquarters departments and offices on the formulation of budget proposals and performance reports, including on the Financial Regulations and Rules of the United Nations, policies and procedures, results-based budgeting and recommendations of legislative bodies	10
23. Expert advice on approaches and methodologies for budgeting and measuring the costs of providing services to internal and external users	1
24. Guidance on enhanced recording, analysis and reporting of the costs of activities for service providers and service recipients	1
25. Expert advice and support on Umoja financial policy and procedures	1
26. Visits to field operations to provide strategic advice and assistance on budgetary and financial matters, including for the preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives	6
27. Organization and conduct of videoconferences with field operations, the Regional Service Centre and the Logistics Base and in-person meetings with Headquarters departments and offices, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	10
Policy guidance and oversight services	
28. Publication of the Property Management Manual	1
29. Training sessions and outreach initiatives for property managers at offices away from Headquarters, regional commissions and field missions	1
30. Training and certification of staff with responsibilities related to property management	50
31. Review of financial data for compliance with IPSAS and property management framework	275
Expert advice to various offices and departments across the United Nations Secretariat on	
32. Umoja master data governance related to the classification of property	16 340
33. Support for Umoja-related issues	10
Oversight of the Property Management Unit	
34. Oversight and technical guidance for the implementation of major capital projects	5
35. Oversight and technical guidance for the implementation of ongoing capital maintenance and alterations and improvements projects	24
36. Regular coordination meetings on capital projects with overseas construction project managers	125
37. Reviews of technical and administrative submissions related to the development and implementation of construction projects	8
38. Formal meetings of the Inter-Agency Network of Facilities Managers and offices away from Headquarters on facilities management policy matters	1
39. Update, maintenance and operation of budget information system and management of data structure, data input and system control	1

331. The distribution of resources for component 2 is reflected in table 37.

Table 37
Resource requirements, 2019
(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	1 382.0	8
Non-post	28.6	–
Subtotal	**1 410.6**	**8**
Other assessed	3 324.6	43
Extrabudgetary	370.6	3
Total	**5 105.8**	**54**

Table 38
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	1	–	1
D-1	2	1	–	3
P-5	–	4	1	5
P-4	3	14	–	17
P-3	1	13	–	14
P-2/1	1	–	–	1
Subtotal	**7**	**33**	**1**	**41**
General Service				
Principal level	–	–	–	–
Other level	1	10	2	13
Subtotal	**1**	**10**	**2**	**13**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**8**	**43**	**3**	**54**

332. Post requirements of $1,382,000 will provide for eight posts, as detailed in tables 37 and 38.

333. One post (D-1) of the eight posts (2 D-1, 3 P-4, 1 P-3, 1 P-2 and 1 General Service (Other level)) funded from the programme budget was previously approved by the General Assembly in the Accounts Division and one post (P-4) was approved in the Programme Planning and Budget Division, while six posts (1 D-1, 2 P-4, 1 P-3, 1 P-2 and 1 General Service (Other level)) were approved in the Facilities and Commercial Services Division of the Office of Central Support Services. Those eight posts will carry out functions similar to those for which they were approved in relation to the financing of special political missions and other field-based entities, global property management and real estate services.

334. Non-post requirements amounting to $28,600 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Component 3
Programme Planning and Budget Division

Table 39
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the effective and efficient formulation of the annual programme plan in order to secure its approval and approval of the resources required for the financing of the mandated programmes and activities of the Secretariat and to ensure the efficient and effective administration and management of those resources, as well as extrabudgetary resources

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*						
			2018	*2019*	*2016–2017*	*2014–2015*	*2012–2013*	
(a) Increased contribution to the decision-making process of Member States on issues relating to the annual programme plan and programme budget and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals	(i) Increased percentage of reports submitted by the documentation deadline in order to allow for simultaneous publication in all official languages	Target	100	100	100	100		
		Estimate		100	90	89		
		Actual			100	80		
	(ii) Increased number of Member States expressing satisfaction with the quality of budgetary documents and of the supplementary information provided [percentage of respondents expressing satisfaction]	Budgetary documents						
		Target	100	100	100	100		
		Estimate		100	100	95		
		Actual			80	76		
		Written supplementary documentation						
		Target	100	100	100	100		
		Estimate		100	100	85		
		Actual			60	63		
		Supplementary information provided during deliberations						
		Target	100	100	100	100		
		Estimate		100	100	100		
		Actual			80	78		
	(iii) Increased number of Member States expressing satisfaction with the quality, including standardization, of the annual programme plan [percentage of respondents expressing satisfaction]	Target	100	100	100	–		
		Estimate		100	100	–		
		Actual			100	–		

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(b) Improved management of regular budget, extrabudgetary and International Residual Mechanism for Criminal Tribunals resources	Increased percentage of clients expressing satisfaction with the services received [percentage of respondents expressing satisfaction]	Target	100	100	100	100
		Estimate		100	100	85
		Actual			69	76
(c) Increased transparency and dialogue with Member States in the process of presenting the annual programme plan and programme budget and budgets of the International Residual Mechanism for Criminal Tribunals, in accordance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and the relevant General Assembly resolutions	Increased percentage of Member States expressing their satisfaction, in surveys, on transparency and on the dialogue undertaken by the Secretariat in the preparation of the annual programme plan and programme budget and the budgets of the International Residual Mechanism for Criminal Tribunals [percentage of respondents expressing satisfaction]	Target	100	100	–	–
		Estimate		100	–	–
		Actual			100	–

External factors

335. The objectives and expected accomplishments under component 3 are expected to be achieved on the assumption that outputs and the related workload will remain as reflected in the present report.

Outputs

336. In 2019, the outputs set out in table 40 will be delivered.

Table 40
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget/extrabudgetary)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1 Formal meetings of the Committee	36
2 Informal consultations of the Committee	144
Parliamentary documentation	
Report of the Secretary-General on:	
3 Proposed programme plan for the period 2020–2022 (plan outline)	1
4 Proposed programme plan and budget for 2020 and programme performance for 2018	47
5 Consolidated report on the changes to the biennial programme plan as reflected in the programme budget for the biennium 2018–2019 and the proposed programme plan and budget for 2020 and programme performance for 2018	1
6 Second performance report on the programme budget for the biennium 2018–2019	1
7 Budget for the International Residual Mechanism for Criminal Tribunals for the biennium 2020–2021	1

Outputs	*Quantity*
8. Second performance report on the budget of the International Residual Mechanism for Criminal Tribunals for the biennium 2018–2019	1
9. Revised estimates for the International Residual Mechanism for Criminal Tribunals for the biennium: effect of changes in rates of exchange and inflation	1
10. Revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council and the Human Rights Council	2
11. Statements submitted by the Secretary-General on programme budget implications of draft resolutions in accordance with rule 153 of the rules of procedure of the General Assembly	8
12. Oral statements of programme budget implications by the Secretariat arising from the draft resolutions in accordance with rule 153 of the rules of procedure of the General Assembly	93
13. Other ad hoc reports on financial and budgetary matters	10
14. Conference room papers on financial and budgetary matters	1
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
15. Hearings of the Advisory Committee	53
Other services	
16. Technical assistance to the Fifth Committee and the Committee for Programme and Coordination in the preparation of their reports to the General Assembly (number of reports)	50
17. Briefings for Member States, including new representatives in the Fifth Committee and the Committee for Programme and Coordination, on programme planning and budgetary matters	3
18. Review of draft resolutions before the intergovernmental bodies and/or their subsidiary organs for potential budgetary implications, including the Human Rights Council and the Economic and Social Council	450
19. Responses to queries of Member States on trust funds, as and when requested	5
20. Written responses to the Advisory Committee and the Fifth Committee	2 500
21. Letters to the Advisory Committee requesting concurrence with the establishment of extrabudgetary posts/positions at the level of D-1 and higher	15
22. Letters to the Advisory Committee reporting the extrabudgetary posts/positions at the D-1 level and higher approved by the Controller in a calendar year	1
23. Informal advice during sessions of substantive committees of the General Assembly on potential budgetary implications	15
24. Supplementary financial information for the Advisory Committee on the proposed programme budget for 2020 (40) and estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or Security Council, 2019 and 2020 (10)	50
Administrative support services (regular budget/extrabudgetary)	
Programme planning, budget and accounts	
25. Monthly monitoring of the regular budget, the budget of the Residual Mechanism and extrabudgetary resources	12
26. Processing of requests to incur unforeseen and extraordinary expenses	8
27. Review and analysis of annual cost plans and other proposals relating to extrabudgetary financing	27
28. Establishment and revision of budget costing parameters (number of times)	2
29. Update and maintenance of vacancy statistics (number of times)	12
30. Expert advice and guidance on budgetary issues to departments and offices on the application of policies related to programme planning and budgeting	63
31. Expert advice and guidance on budgetary issues for the Residual Mechanism and other special courts or tribunals	12

Outputs	*Quan*
32. Financial reports to donors	7
33. Financial statements for trust funds	
34. Update, maintenance and operation of budget information system and management of data structure, data input and system control	

337. The distribution of resources for component 3 is reflected in table 41.

Table 41
Resource requirements, 2019
(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	5 199.9	36
Non-post	107.8	–
Subtotal	**5 307.7**	**36**
Other assessed	2 982.9	5
Extrabudgetary	2 072.8	17
Total	**10 363.4**	**58**

Table 42
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	1	–	–	1
D-1	3	–	–	3
P-5	2	–	3	5
P-4	8	2	3	13
P-3	7	1	–	8
P-2/1	4	–	–	4
Subtotal	**25**	**3**	**6**	**34**
General Service				
Principal level	2	–	1	3
Other level	9	2	10	21
Subtotal	**11**	**2**	**11**	**24**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**36**	**5**	**17**	**58**

338. Post requirements of $5,199,900 will provide for 36 posts, as detailed in tables 41 and 42.

339. A total of 29 posts (1 D-2, 3 D-1, 2 P-5, 7 P-4, 7 P-3, 1 P-2, 2 General Service (Principal level) and 6 General Service (Other level)) of the 36 posts (1 D-2, 3 D-1, 2 P-5, 8 P-4, 7 P-3, 4 P-2, 2 General Service (Principal level) and 9 General Service (Other level)) funded from the programme budget were previously approved by the General Assembly in the Programme Planning and Budget Division and will carry out functions similar to those for which they were approved, whereas 7 posts (1 P-4, 3 P-2, 3 General Service (Other level)) previously approved in the Accounts Division will carry out functions similar to those for which they were approved in relation to trust funds and technical cooperation activities.

340. Non-post requirements amounting to $107,800 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

3. Office of Human Resources

Table 43
Financial resources by component, 2019

(Thousands of United States dollars)

Regular budget	
(a) Executive direction and management	1 174.3
(b) Programme of work	
Global Strategy and Policy Division	15 977.9
Administrative Law Division	2 813.1
Subtotal	**19 965.3**
Other assessed	3 303.6
Extrabudgetary	4 764.7
Total	**28 033.6**

(a) Executive direction and management

Table 44
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve and enhance the development, implementation, application and coordination of human resources management strategies, policies and programmes throughout the Secretariat

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018	*2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable the Organization to meet the mandates of Member States	Continuous improvement in human resources policies, practices and programmes [number of improvements realized in the period]	Target	14	14	14	14
		Estimate		14	14	14
		Actual				22
(b) Effective management of the programme of work	Timely delivery of outputs and services [percentage of outputs delivered within established deadlines]	Target	100	100	90	90
		Estimate		100	90	90
		Actual			90	85
(c) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Percentage of documents submitted in a timely manner	Target	100			
		Estimate				
		Actual				
(d) Achievement of efficiencies in travel costs of the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				

Outputs

341. In 2019, the outputs set out in table 45 will be delivered.

Table 45
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings:	
1. Meetings and/or informal consultations of the Fifth Committee and the Committee for Programme and Coordination	1
2. Hearing of the Advisory Committee on Administrative and Budgetary Questions	1
Administrative support services (regular budget/extrabudgetary)	
Overall management	
3. Strategic guidance and management oversight concerning human resources management in the Secretariat, including the authorization and review of delegation of authority relating to human resources matters	1
4. Representation at and convening of meetings with human resources management professionals of the Secretariat, offices away from Headquarters and United Nations funds and programmes and specialized agencies on issues of common concern	1

Table 46
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	972.6	6
Non-post	201.7	–
Subtotal	**1 174.3**	**6**
Other assessed	–	–
Extrabudgetary	–	–
Total	**1 174.3**	**6**

Table 47
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	1	–	–	1
D-2	–	–	–	–
D-1	–	–	–	–
P-5	1	–	–	1
P-4	1	–	–	1
P-3	–	–	–	–
P-2/1	1	–	–	1
Subtotal	**4**	–	–	**4**
General Service				
Principal level	–	–	–	–
Other level	2	–	–	2
Subtotal	**2**	–	–	**2**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**6**	–	–	**6**

342. Post requirements of $972,600 will provide for six posts, as detailed in tables 46 and 47.

343. The six posts funded from the programme budget (1 Assistant Secretary-General, 1 P-5, 1 P-4, 1 P-2 and 2 General Service (Other level)) previously approved by the General Assembly in the Office of the Assistant Secretary-General for Human Resources Management will carry out functions similar to those for which they were approved.

344. Non-post requirements amounting to $201,700 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

(b) Programme of work

Component 1
Global Strategy and Policy Division

Table 48
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Enablement of staff to successfully deliver the mandates of the Organization through simplified and modernized human resources policies, programmes and services, including across the United Nations common system	(i) Improved level of satisfaction regarding support provided on human resources policy issues [percentage]	Target	85			
		Estimate				
		Actual				
	(ii) Increase in the number of administrative issuances that streamline and harmonize policies and practices across the common system	Target	18	16		
		Estimate				
		Actual				
(b) Enhanced attraction, development and retention of staff members who can execute organizational mandates	(i) Increased percentage of staff members who are satisfied with the quality and relevance of learning and career support tools and programmes, including language-learning opportunities [increase in the percentage]	Target	80			
		Estimate				
		Actual				
	(ii) Increased percentage of staff who indicate that performance is important in their work and is evaluated fairly [increase in the average percentage of positive engagement scores from staff]	Target	2			
		Estimate				
		Actual				
(c) Enablement of staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services	(i) Increase in the number of learning and career support mechanisms available to individual staff members [increase in the number of mechanisms]	Target	5			
		Estimate				
		Actual				
	(ii) Increase in the number of language learning opportunities for staff [increase in the number of staff taking advantage of language learning opportunities]	Target	500			
		Estimate				
		Actual				

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018 2019	2016 2017	2014 2015	2012 2013
	(iii) Increased percentage of selected candidates with language skills, as appropriate for the position	Target	5			
		Estimate				
		Actual				
	[increase in percentage]					
	(iv) Member States and all entities have access to dynamic online reports on human resources data and information in a consolidated and integrated platform	Target	100	100	100	
		Estimate		100	100	
		Actual			100	100
	[percentage of reports available online]					
(d) Policies, processes and programmes that support organizational culture	(i) Increase in the number of entities achieving the human resources targets set out in the strategic indicators in the human resources management scorecard	Target	100			
		Estimate				
		Actual				
	(ii) Increased proportion of staff who indicate that they understand and see a clear link between their work and the Secretariat's goals and objectives	Target	100			
		Estimate				
		Actual				
	[increase in the average percentage of positive agility scores from staff]					

External factors

345. The objectives and expected accomplishments under component 1 are expected to be achieved on the assumption that the management reform proposal will be approved by Member States and will be implemented according to the established timeline.

Outputs

346. In 2019, the outputs set out in table 49 will be delivered.

Table 49
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Formal meetings of the Fifth Committee	15
2. Informal consultations of the Fifth Committee	20
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	10
Parliamentary documentation	
4. Reports of the Secretary-General on human resources policy issues	11
International Civil Service Commission	
Other substantive activities (regular budget/extrabudgetary)	
Technical material	
5. Administrative issuances, including Secretary-General's bulletins, administrative instructions and information circulars and revisions thereof	50
6. Promulgation of salary scales	4

Outputs	Quantity
7 Establishment, update and maintenance of a knowledge management system with the Human Resources Handbook as its baseline	1
International cooperation and inter-agency coordination and liaison (regular budget/extrabudgetary)	
Substantive servicing of inter-agency meetings:	
8 Meetings of the Human Resources Network of CEB	13
Administrative support services (regular budget, other assessed and extrabudgetary)	
Strategy and policy services	
9 Expert advice to senior management of the Secretariat on the implementation of human resources-related rules and policies	5
10 Expert advice and interpretative guidance on the Staff Regulations of the United Nations and Staff Rules and other human resources-related policies to managers and staff, including to other organizations of the United Nations common system, in particular to the United Nations funds and programmes that are governed by the Staff Regulations of the United Nation	225
Comprehensive review of the human resources-related legislative and policy framework to streamline, consolidate and simplify:	
11 Active staff rules and regulations	75
12 Active bulletins	75
13 Active administrative issuances	150
14 Active information circulars	75
15 Active guidelines	25
16 Official forms	100
17 Development and implementation of new human resources policies and procedures to carry forward the work-life initiatives, with special attention to family and gender issues	4
Common system, compensation and inter-agency policy	
18 Policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization and coordination of such policies and procedures with other organizations of the common system	10
19 Monitoring of implementation of staff regulations and rules and internal human resources-related policies, procedures and guidelines related to the conditions of service of staff	5
20 Report on the reviews of conditions of service of ungraded, high-level officials of the United Nations other than Secretariat officials	1
21 Advice on job design, organizational structures and job classification policy	425
Planning and review	
22 Strategic and departmental workforce planning and analytics for entities (number of entities)	40
23 Establishment of knowledge management framework for delegated authority and governance of business intelligence for human resources (number of entities)	40
24 Online reports for Member States and programme managers in entities on human resources information, including support for users in the permanent missions and entities (number of Member States/entities)	137
25 Ad hoc reports for Member States and programme managers in entities on human resources information, including in response to requests from Member States and programme managers (number of Member States/entities)	137
Strategic global talent management	
26 Establishment of and support for global talent profiles and job network rosters, including skills inventory (number)	5
27 Establishment of ceilings for continuing appointment	1
28 Induction of senior Under-Secretary-General- and Assistant Secretary-General-level staff	5

Outputs	Quantity
29. Introduction and review of 360-degree reviews for Assistant Secretaries-General and Under-Secretaries-General to strengthen the link between leadership and performance management	75
30. Action for items not delegated	100
Development and design of examination platforms for:	
31. Proficiency examinations, such as the Language Proficiency Examination (number of applicants per proficiency examination)	1 000
32. General Service and Professional and higher category posts (number of test takers)	2 500
33. Positions in the Trades and Crafts category and for Security Officers and other positions in the General Service and related categories, as required (number of examinations or selection tests)	3
34. Development and improvement of digital testing and assessment tools for recruitment to posts in the General Service and related categories and the Professional and higher categories (number of tools)	2
35. Secretariat servicing of the senior, central and field review bodies at Headquarters and regional commissions in the review of cases under the current staff selection systems	710
36. Training and consultation sessions for members of central and field review bodies	13
37. Number of recruitment policies and/or procedures developed and/or refined to meet the evolving needs of the Organization	9
38. Requests for review and recommendations on requests for the designation of staff members performing significant functions in the management of human resources and/or administrative functions for all Secretariat entities	100
39. Update and maintenance of information technology support systems and tools, including the deployment of new modules and configurations for recruitment, placement, reassignment and promotion	48
40. Undertaking of biannual organizational needs assessments, with a focus on the field, to ensure that learning programmes are relevant and support staff delivering organizational mandates	1
Diversity and outreach	
41. Development of global/local diversity agenda and outreach plans, including participation in job fairs and the development of ongoing arrangements with external candidate providers and networks, such as continuous contact with governmental entities, academic institutions, non-governmental organizations and United Nations entities (number of job networks)	3
42. Targeted outreach missions to identify prospective candidates for recruitment, with particular attention to improving geographical representation and gender balance	4
43. Identification of qualified candidates, with particular attention to improving geographical representation and gender balance	150
Organizational learning, performance management and staff development	
44. Leadership, management and organizational development: an integrated series of learning programmes and tools will be offered Secretariat-wide to build and sustain the leadership and managerial capacity of the Organization at all levels to promote a responsive, results-oriented culture that supports continuous learning, high performance, creativity and managerial excellence; this includes a staff engagement survey, management and leadership development programmes, support for organizational development and team-building and support for change management and performance management	20 000
45. Professional skills: a series of programmes and approaches will be offered to strengthen the ability of staff members to deliver organizational mandates and develop their professional skills; this includes mandatory programmes, programmes on information and communications technology, communication and diversity, and the provision of an online learning platform to support staff	15 000
46. Human and financial resources: a series of programmes to support and strengthen programme managers and staff with administrative responsibilities in delivering their mandates and in understanding the various human resources, financial, procurement and auditing processes	2 000

Outputs	*Quantity*
47. Development and design of substantive skills development and career support platform: sabbatical leave, the Academic Council on the United Nations System, career support, mobility support, the United Nations Global Induction Platform and young professionals programme orientation	9 500
Emergency preparedness and support	
48. Review and development of guidelines for duty of care, emergency preparedness and reference materials for staff, survivors and families	1
49. Development of policies that affect survivors and families, in collaboration with other Secretariat and inter-agency groups	2

347. The distribution of resources for component 1 is reflected in table 50.

Table 50
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	7 787.2	62
Non-post	8 190.7	–
Subtotal	**15 977.9**	**62**
Other assessed	1 220.9	14
Extrabudgetary	4 764.7	7
Total	**21 963.5**	**83**

Table 51
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	1	–	–	1
D-1	2	–	–	2
P-5	8	1	–	9
P-4	13	8	2	23
P-3	10	1	1	12
P-2/1	10	–	–	10
Subtotal	**44**	**10**	**3**	**57**
General Service				
Principal level	6	–	2	8
Other level	12	4	2	18
Subtotal	**18**	**4**	**4**	**26**

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**62**	**14**	**7**	**83**

348. Post requirements of $7,787,200 will provide for 62 posts, as detailed in tables 50 and 51 above.

349. A total of 28 posts (1 D-2, 3 P-5, 6 P-4, 4 P-3, 4 P-2, 7 General Service (Other level) and 3 General Service (Principal level)) of the 62 posts (1 D-2, 2 D-1, 8 P-5, 13 P-4, 10 P-3, 10 P-2, 6 General Service (Principal level) and 12 General Service (Other level)) funded from the programme budget were previously approved by the General Assembly in the Learning, Development and Human Resources Services Division, 21 posts (1 D-1, 2 P-5, 4 P-4, 4 P-3, 5 P-2, 2 General Service (Principal level) and 3 General Service (Other level)) were approved in the Strategic Planning and Staffing Division, 10 posts (1 D-1, 2 P-5, 1 P-4, 2 P-3, 1 P-2, 1 General Service (Principal level) and 2 General Service (Other level)) were approved in the Human Resources Policy Service and 1 post (P-5) was approved in the Medical Services Division. The 60 posts will carry out functions similar to those for which they were approved. In addition, one post (P-4) previously approved in the Office of the Assistant Secretary-General for a Human Resources Officer is proposed to be reassigned as Coordination Officer (P-4), and one post (P-4) previously approved for the Transportation Operations Unit in the Office of Central Support Services is proposed to be reassigned as Human Resources Officer for travel policy (P-4).

350. Non-post requirements amounting to $8,190,700 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Component 2
Administrative Law Division

Table 52
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competency and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
Policies, processes and programmes that support organizational culture	(i) Reduction in the number of appeals and disciplinary cases	Target	5			
		Estimate				
		Actual				

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018 2019	2016 2017	2014 2015	2012 2013
	(ii) Timely processing of appeals and disciplinary cases within statutory time limits [percentage response within the specified number of days]	Target	100			
		Estimate				
		Actual				
	(iii) Reporting and review of all allegations of serious misconduct within 7 days of receipt	Target	100			
		Estimate				
		Actual				

External factors

351. The objective and expected accomplishments under component 2 are expected to be achieved on the assumption that the management reform proposal will be approved by Member States and will be implemented according to the established timeline.

Outputs

352. In 2019, the outputs set out in table 53 will be delivered.

Table 53
Categories of outputs and final outputs

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Formal meetings of the Fifth Committee	15
2. Informal consultations of Fifth Committee	20
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	10
Parliamentary documentation	
4. Report of the Secretary-General on the overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations	1
Administrative law (regular budget, other assessed and extrabudgetary)	
Human resources	
Administration of justice-related matters	
5. Representation of the Secretary-General's position in cases brought by Secretariat staff at the first-instance level in the internal justice system (United Nations Dispute Tribunal) (number of cases)	125
6. Expert legal advice on cases of alleged misconduct referred to the Office of Human Resources for appropriate action (number of cases)	125
7. Responses to critical incidents	25
8. Expert legal advice on internal justice matters to senior management at Headquarters and in offices away from Headquarters, as well as to the Department of Operational Support and field missions (number of instances)	25

353. The distribution of resources for component 2 is reflected in table 54.

Table 54
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	2 591.4	20
Non-post	221.7	–
Subtotal	**2 813.1**	**20**
Other assessed	2 082.7	26
Extrabudgetary	–	2
Total	**4 895.8**	**48**

Table 55
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	1	–	–	1
D-1	1	1	–	2
P-5	3	3	–	6
P-4	2	8	–	10
P-3	2	6	1	9
P-2/1	1	3	–	4
Subtotal	**10**	**21**	**1**	**32**
General Service				
Principal level	1	–	–	1
Other level	9	5	1	15
Subtotal	**10**	**5**	**1**	**16**
Other				–
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**20**	**26**	**2**	**48**

354. Post requirements of $2,591,400 will provide for 20 posts, as detailed in tables 54 and 55.

355. A total of 8 posts (2 P-5, 1 P-4, 2 P-3, 1 General Service (Principal level) and 2 General Service (Other level)) of the 20 posts (1 D-2, 1 D-1, 3 P-5, 2 P-4, 2 P-3, 1 P-2, 1 General Service (Principal level) and 9 General Service (Other level)) funded from the programme budget were previously approved by the General Assembly in the Human Resources Policy Service, 6 posts (1 D-1, 1 P-4 and 4 General Service (Other level)) were approved in the Learning, Development and Human Resources Services Division and 4 posts (1 D-2 and 3 General Service (Other level)) were approved in the Strategic Planning and Staffing Division. All 18 posts will carry out human resources functions similar to those for which they were approved. In addition, one post (P-5) previously approved in the Strategic Planning and Staffing Division for a Chief of the Examinations and Tests Section is proposed to be reassigned as a Senior Legal Officer (P-5) and one post (P-2) previously approved for an Associate Information Systems Officer in the Learning, Development and Human Resources Services Division is proposed to be reassigned as an Associate Administrative Officer (P-2).

356. Non-post requirements amounting to $221,700 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

4. Business Transformation and Accountability Division

Table 56
Financial resources by component, 2019

(Thousands of United States dollars)

Regular budget	
(a) Executive direction and management	447.6
(b) Programme of work	
Accountability systems	1 818.0
Monitoring and evaluation	2 478.7
Analytics and project management	850.8
Advisory Committee on Procurement and Property Survey Board and Vendor Review Committee	610.8
Subtotal	**6 707.5**
Other assessed	3 314.3
Extrabudgetary	–
Total	**10 021.8**

(a) Executive direction and management

Table 57
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To strengthen and mainstream results-based management, risk management, and business transformation to make the Organization more accountable, nimble, effective, efficient and transparent

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*					
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*		
(a) Effective management of the programme of work	Timely delivery of outputs and services [percentage of outputs and services delivered	Target	70	—	—	—		
		Estimate		—	—	—		
		Actual			—	—		
(b) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Percentage of documents submitted in a timely manner	Target	100					
		Estimate						
		Actual						
(c) Achievement of efficiencies in travel costs of the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100					
		Estimate						
		Actual						

External factors

357. The Business Transformation and Accountability Division is expected to achieve its objectives and expected accomplishments under executive direction and management on the assumption that the management reform proposal will be approved by Member States and will be implemented according to the established timeline and that all stakeholders will extend their full cooperation and support to the Office in strengthening and mainstreaming accountability, monitoring and evaluation, proactive risk management and business transformation.

Outputs

358. In 2019, the outputs set out in table 58 will be delivered.

Table 58
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget, other assessed and extrabudgetary)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1 Formal meetings of the Committee	3
2 Informal consultations of the Committee	2
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
3 Hearings of the Advisory Committee	1

Outputs	*Quantity*
Administrative support services (regular budget)	
Overall management	
4 Representation at and convening of meetings with relevant officials of the Secretariat, offices away from Headquarters and United Nations agencies, funds and programmes on issues of common concern	1
5 Strategic guidance and management oversight concerning business transformation and accountability in the Secretariat	1
6 Liaison and effective communication with intergovernmental bodies on issues concerning business transformation and accountability in the Secretariat	1

Table 59
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	439.8	2
Non-post	7.8	–
Subtotal	**447.6**	**2**
Other assessed	256.4	3
Extrabudgetary	–	–
Total	**704.0**	**5**

Table 60
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	1	–	–	1
D-1	–	–	–	–
P-5	–	–	–	–
P-4	1	–	–	1
P-3	–	–	–	–
P-2/1	–	–	–	–
Subtotal	**2**	–	–	**2**
General Service				–
Principal level	–	–	–	–
Other level	–	3	–	3
Subtotal	–	**3**	–	**3**
Other				–
Field Service	–	–	–	–

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**2**	**3**	–	**5**

359. Post requirements of $439,800 will provide for two posts, as detailed in tables 59 and 60.

360. The Office of the Director will comprise two posts (1 D-2 and 1 P-4) funded from the programme budget: a post of Director (D-2), which was previously approved by the General Assembly in the Accounts Division of the Office of Programme Planning, Budget and Accounts, and a post of Administrative Officer (P-4), which was previously approved in the Office of Central Support Services. The two posts will carry out functions similar to those for which they were approved.

361. Non-post requirements amounting to $7,800 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

(b) Programme of work

Component 1
Accountability systems

Table 61
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization To strengthen the planning, risk management and accountability of the Organization

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018–2019	2016–2017	2014–2015	2012–2013
(a) Organizational planning, monitoring and reporting is results oriented, holistic and integrated	Percentage of Secretariat departments, offices and missions in receipt of guidance and support in the annual planning exercise using a results-based approach	Target	55			
		Estimate				
		Actual				
(b) High-level advocacy and outreach is launched and sustained, fostering senior management commitment to the implementation of results-based management and accountability	(i) Number of internal web stories, brochures and posters focusing on achieving clearly defined results [number of outreach initiatives]	Target	7			
		Estimate				
		Actual				
	(ii) Number of actions taken by the Organization to ensure senior manager participation in the implementation of results-based management	Target	3			
		Estimate				
		Actual				
(c) Risks to mandate implementation are proactively identified and managed	Number of Secretariat departments, offices and missions in receipt of guidance and support for carrying out risk assessments and defining response strategies [number of Secretariat departments, offices and missions]	Target	5			
		Estimate				
		Actual				

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
(d) Implementation of oversight body recommendations leads to strengthened accountability	Increased number of recommendations of oversight bodies related to strengthening accountability in the Organization implemented	Target	75	75		
		Estimate		73	73	
		Actual				70
	[percentage completed on time]					

External factors

362. The objectives and expected accomplishments under component 1 are expected to be achieved on the assumption that the management reform proposal will be approved by Member States and will be implemented according to the established timeline.

Outputs

363. In 2019, the outputs set out in table 62 will be delivered.

Table 62
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget, other assessed and extrabudgetary)	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	3
2. Informal consultations of the Committee	15
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
3. Hearings of the Committee	3
Parliamentary documentation	
4. Note by the Secretary-General on the reports of the Joint Inspection Unit	8
5. Progress report of the Secretary-General on the accountability system in the United Nations Secretariat	1
6. Report of the Secretary-General on the implementation of recommendations of the Board of Auditors	3
7. Report of the Secretary-General on standards of accommodation for air travel	1
Other substantive activities (regular budget, other assessed and extrabudgetary)	
Technical materials	
8. Development of a results-based-management manual, related policies and practical guidance for using a results-based approach in all areas of work	1
9. Development of training for senior managers and staff at all levels on preparation of results frameworks and implementation of results-based management	1
10. Provision of strategic guidance and support to departments/offices/missions on conducting risk assessments	2
Administrative support services (regular budget, other assessed and extrabudgetary)	
Overall management	
11. Annual training workshop for about 30 focal points for oversight bodies of the United Nations Secretariat	1
12. Quarterly updates on oversight issues to the Independent Audit Advisory Committee	4

Outputs	*Quantity*
13. Implementation of change management, business process and continuous management improvement initiatives and identification of best practices in management and administration	1
14. Provision of support and guidance to Secretariat departments, offices and missions on the annual planning documents using a results-based approach	1
15. Participation of senior managers in outreach efforts	1
16. Commitment of senior managers to require their staff to participate in results-based-management working groups	1
Substantive backstopping for	
17. Meetings of the Management Committee	1

364. The distribution of resources for component 1 is reflected in table 63.

Table 63
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimate 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	1 688.4	14
Non-post	631.2	–
Subtotal	**2 319.6**	**14**
Other assessed	673.5	14
Extrabudgetary	–	6
Total	**2 993.1**	**34**

Table 64
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	–	–	–
D-1	1	–	–	1
P-5	3	1	–	4
P-4	3	3	1	7
P-3	2	4	5	11
P-2/1	2	–	–	2
Subtotal	**11**	**8**	**6**	**25**
General Service				
Principal level	2	–	–	2

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Other level	1	6	–	7
Subtotal	**3**	**6**	–	**9**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**14**	**14**	**6**	**34**

365. Post requirements of $1,688,400 will provide for 14 posts, as detailed in tables 63 and 64.

366. The Accountability Systems Service will comprise 14 posts (1 D-1, 3 P-5, 3 P-4, 2 P-3, 2 P-2, 2 General Service (Principal level) and 1 General Service (Other level)) funded from the programme budget, of which 6 posts (1 D-1, 2 P-5, 1 P-2, 1 General Service (Principal level) and 1 General Service (Other level)) were previously approved by the General Assembly in the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Information and Communications Technology. Those six posts will carry out functions similar to those for which they were approved.

367. In addition, five posts previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts (1 Chief of Unit (P-4), 1 Financial Information Officer (P-4), 1 Accountant (P-3), 1 Associate Accountant (P-2) and 1 Senior Budget Assistant (General Service (Principal level)), two posts previously approved in the Office of Information and Communications Technology (1 Senior Information Systems Officer (P-5) and 1 Telecommunications Engineer (P-3)) and one post previously approved in the Office of Human Resources Management (Human Resources Officer (P-4)) are proposed to be reassigned for the following functions: one Senior Management and Programme Analyst (P-5), five Management and Programme Analysts (3 P-4 and 2 P-3), one Associate Management and Programme Analyst (P-2) and one Senior Management Analysis Assistant (General Service (Principal level)).

368. Non-post requirements amounting to $631,200 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Component 2
Monitoring and evaluation

Table 65
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To manage and monitor the use of delegated authority and segregation of duties, monitor and report on organizational performance and provide support for self-evaluation activities

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Managers receive guidance and tools and training necessary to utilize delegated authority properly and to establish effective segregation of duties in compliance with regulations and rules	Percentage of heads of departments, offices and missions who receive effective support and feedback related to their use of delegated authority and segregation of duties	Target	70			
		Estimate				
		Actual				
(b) Accountability is strengthened throughout the Secretariat	(i) All senior managers' annual performance assessments completed for review by the Management Performance Board and the Secretary-General [percentage completed on time]	Target	100	100		
		Estimate		100		
		Actual			100	100
	(ii) Organizational performance assessment completed for review by the Management Performance Board and intergovernmental bodies [percentage completed on time]	Target	100	100		
		Estimate		100		
		Actual			100	100
(c) Departments/offices/missions are provided with the necessary methodological support to conduct valid self-evaluation exercises	Percentage of Secretariat departments, offices and missions in receipt of methodological guidance, training and best practice advice to conduct self-evaluations as prioritized for the budget year [percentage of Secretariat departments, offices and missions]	Target	65			
		Estimate				
		Actual				

External factors

369. The objectives and expected accomplishments under component 2 are expected to be achieved on the assumption that the related reform proposals will be approved by Member States.

Outputs

370. In 2019, the outputs set out in table 66 will be delivered.

Table 66
Categories of outputs and final outputs

Output	*Quantity*
Other substantive activities (regular budget, other assessed and extrabudgetary)	
Technical materials	
1. Development of a system for managing and monitoring the use of delegated authority	1
2. Development of training module on managing the delegation of authority	1

Output	*Quantity*
3 Development of training modules on evaluation design and methods, evaluation approaches and techniques, strategies and capacity and analytical approaches	2
4 Establishment and maintenance of a roster of evaluation experts	1
Administrative support services (regular budget, other assessed and extrabudgetary)	
Overall management	
5 Mobile team visits to monitor the operational capacity in performing delegated authority	1
6 Training of managers who have been delegated authority in administrative areas (50 staff trained)	1
7 Training of Secretariat entities on evaluation design and methodology (50 staff trained)	1
8 Business process improvements relating to administrative functioning of the Secretariat	1
9 Establishment of key performance indicators for each manager in receipt of delegated authority in administrative areas	1
10 Ongoing provision of support and guidance to managers on the use of delegated authority to ensure an understanding of proper protocols and to prevent non-compliance	1
11 Development of an easily searchable policy compendium on delegation of authority; mapping matrix of delegation of authority	1
12 Prioritization of support for self-evaluation to be determined by the identification of self-evaluation needs across the Secretariat (based on Member States' mandates, current evaluation capacity, risk and management priorities) and on the capacity of the relevant subprogramme	1
Substantive backstopping for	
13 Management Performance Board on the annual compacts of senior managers	1

371. The distribution of resources for component 2 is reflected in table 67.

Table 67
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	2 308.7	18
Non-post	170.0	–
Subtotal	**2 478.7**	**18**
Other assessed	953.2	17
Extrabudgetary	–	8
Total	**3 431.9**	**43**

Table 68
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	–	–	–

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
D-1	1	–	–	1
P-5	2	2	–	4
P-4	4	3	2	9
P-3	7	4	2	13
P-2/1	2	2	1	5
Subtotal	**16**	**11**	**5**	**32**
General Service				
Principal level	1	–	1	2
Other level	1	6	2	9
Subtotal	**2**	**6**	**3**	**11**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**18**	**17**	**8**	**43**

372. Post requirements of $2,308,700 will provide for 18 posts, as detailed in tables 67 and 68.

373. The Monitoring and Evaluation Service will comprise 18 posts (1 D-1, 2 P-5, 4 P-4, 7 P-3, 2 P-2, 1 General Service (Principal level) and 1 General Service (Other level)) funded from the programme budget, of which 10 posts (1 D-1, 1 P-5, 2 P-4, 3 P-3, 1 P-2, 1 General Service (Principal level) and 1 General Service (Other level)) were previously approved by the General Assembly under the management services component of the Office of the Under-Secretary-General, in the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services and the Office of Information and Communications Technology and will carry out functions similar to those for which they were approved.

374. In addition, seven posts previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts (1 Senior Financial Information Officer (P-5), 1 Chief of Unit (P-4), 3 Accountants (P-3), 1 Finance Officer (P-3) and 1 Associate Accountant (P-2)) and one post approved in the Office of Information and Communications Technology (Information Systems Officer (P-4)) are proposed to be reassigned as eight posts for the following functions: one Senior Management and Programme Analyst (P-5), one Evaluation Officer (P-4), five Management and Programme Analysts (1 P-4 and 4 P-3) and one Associate Evaluation Officer (P-2).

375. Non-post requirements amounting to $170,000 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Component 3
Analytics and project management

Table 69
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To support and improve data-driven decision-making, process redesign and the management of business transformation and other change management projects

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018–2019	2016–2017	2014–2015	2012–2013
(a) Business data are gathered, analysed and communicated to improve organizational performance	Number of instances in which analysis of managerial data provided by enhanced business intelligence systems informed managerial decision-making	Target	10			
		Estimate				
		Actual				
(b) Operational strategy and processes are continually refined to keep them relevant	Number of innovative processes with added value piloted and/or implemented	Target	5			
		Estimate				
		Actual				
(c) Business transformation projects are effectively coordinated and implemented according to best practices	Percentage of business transformation projects designed and managed according to best practices	Target	55			
		Estimate				
		Actual				

External factors

376. The objectives and expected accomplishments under component 3 are expected to be achieved on the assumption that resources to support enhancements to Umoja analytics and business intelligence will be made available and that related reform proposals will be approved by Member States.

Outputs

377. In 2019, the outputs set out in table 70 will be delivered.

Table 70
Categories of outputs and final outputs

Outputs	*Quantity*
Administrative support services (regular budget, other assessed and extrabudgetary)	
Overall management	
1. Development of standards and systems for collecting, analysing and reporting analytics and business intelligence data	1
2. Delivery of business intelligence products (e.g. modular dashboards) to internal and external stakeholders	1
3. Provision of quality assurance to business transformation projects aided by information technology platforms	1
4. Provision of support to teams of staff who wish to test and/or pilot innovative solutions	1
5. Advisory support and training of staff leading innovative project initiatives (20 staff trained)	1

378. The distribution of resources for component 3 is reflected in table 71.

Table 71
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	850.8	7
Non-post	–	–
Subtotal	**850.8**	**7**
Other assessed	589.7	10
Extrabudgetary	–	2
Total	**1 440.5**	**19**

Table 72
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	–	–	–
D-1	1	–	–	1
P-5	2	–	–	2
P-4	–	4	–	4
P-3	1	2	1	4
P-2/1	1	1	–	2
Subtotal	**5**	**7**	**1**	**13**
General Service				
Principal level	–	1	–	1
Other level	2	2	1	5
Subtotal	**2**	**3**	**1**	**6**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**7**	**10**	**2**	**19**

379. Post requirements of $850,800 will provide for seven posts, as detailed in tables 71 and 72.

380. The Analytics and Project Management Service will comprise seven posts (1 D-1, 2 P-5, 1 P-3, 1 P-2 and 2 General Service (Other level)) funded from the programme budget, of which three posts (1 D-1, 1 P-5 and 1 General Service (Other level)) were previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services and will carry out functions similar to those for which they were approved.

381. In addition, one post previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts (Associate Accountant (P-2)), two posts previously approved in the Office of Human Resources Management (1 Senior Human Resources Officer (P-5) and 1 Information Systems Assistant (General Service (Other level)) and one post approved in the Office of Information and Communications Technology (Information Systems Officer (P-3)) are proposed to be reassigned as four posts for the following functions: one Senior Change and Project Management Officer (P-5), one Change and Project Management Officer (P-3), one Associate Change and Project Management Officer (P-2) and one Management Analyst Assistant (General Service (Other level)).

Component 4
Secretariats of the Advisory Committee on Procurement and the Property Survey Board and of the Vendor Review Committee

Table 73
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization To ensure the integrity, transparency and fairness of the procurement and property management process

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018–2019	2016–2017	2014–2015	2012–2013
(a) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations	(i) All cases submitted to the Committee are processed within 7.5 days [percentage]	Target	95			
		Estimate		92		
		Actual			87.5	
	(ii) All cases submitted to the Headquarters Property Survey Board are processed within 45 days [percentage]	Target	95			
		Estimate		75		
		Actual				
(b) Electronic Vendor Review Committee and Vendor Review Committee cases are processed with accuracy, efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations	(i) All actionable cases submitted to the electronic Vendor Review Committee are processed within 15 business days [percentage]	Target	80			
		Estimate				
		Actual				
	(ii) All actionable cases submitted to the Vendor Review Committee are processed within 15 business days [percentage]	Target	80			
		Estimate				
		Actual				

External factors

382. The objectives and expected accomplishments under component 4 are expected to be achieved on the assumption that there will be no significant increase in the number of procurement contracts or vendor-related applications and complaints.

Outputs

383. In 2019, the outputs set out in table 74 will be delivered.

Table 74
Categories of outputs and final outputs

Outputs	*Quantity*
Administrative support services (regular budget, other assessed and extrabudgetary)	
Overall management	
1 Field assistance missions to monitor the functioning of the local committees on contracts	2
2 Training of members of the local committees on contracts (12 training sessions with 200 staff trained)	1
3 Procurement assistance visits to field locations	4
Substantive and technical servicing of:	
4 Advisory Committee on Procurement through the review of approximately 500 proposed procurement awards annually and the provision of recommendations to the Under-Secretary-General	1
5 Property Survey Board through the review of approximately 125 property survey cases	1
6 Number of vendor registration cases virtually reviewed by the Vendor Review Committee	80
7 Meetings of the Vendor Review Committee held	30

384. The distribution of resources for component 4 is reflected in table 75.

Table 75
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	601.4	5
Non-post	9.4	–
Subtotal	**610.8**	**5**
Other assessed	841.5	10
Extrabudgetary	–	–
Total	**1 452.3**	**15**

Table 76
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	–	–	–
D-1	–	1	–	1
P-5	1	–	–	1
P-4	–	3	–	3

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
P-3	1	3	–	4
P-2/1	–	–	–	–
Subtotal	**2**	**7**	**–**	**9**
General Service				
Principal level	–	–	–	–
Other level	3	3	–	6
Subtotal	**3**	**3**	**–**	**6**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**
Total	**5**	**10**	**–**	**15**

385. Post requirements of $601,400 will provide for five posts, as detailed in tables 75 and 76.

386. The five posts funded from the programme budget (1 P-5, 1 P-3 and 3 General Service (Other level)) were already approved by the General Assembly in the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board and the Vendor Registration and Management Team of the Office of Central Support Services and will carry out functions similar to those for which they were approved.

387. Non-post requirements amounting to $9,400 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

B. Department of Operational Support

Overview

Table 77
Proposed resources by component, 2019
(Thousands of United States dollars)

	2018–2019 revised estimate	
	Posts	*Financial resources*
1. Office of the Under-Secretary-General		
Regular budget	2	3 165.7
Other assessed	27	2 446.9
Extrabudgetary	1	–
Subtotal	**30**	**5 612.6**

		2018–2019 revised estimate	
		Posts	Financial resources
2.	Office of Support Operations		
	Regular budget	39	6 505.0
	Other assessed	121	8 688.5
	Extrabudgetary	11	–
	Subtotal	**171**	**15 193.5**
3.	Office of Supply Chain Management		
	Regular budget	40	5 235.8
	Other assessed	210	15 749.9
	Extrabudgetary	21	482.0
	Subtotal	**271**	**21 467.7**
4.	Division for Special Activities		
	Regular budget	4	730.7
	Other assessed	48	3 342.9
	Extrabudgetary	–	–
	Subtotal	**52**	**4 073.6**
5.	Division of Administration, New York		
	Regular budget	294	85 065.6
	Other assessed	23	12 831.4
	Extrabudgetary	38	30 260.9
	Subtotal	**355**	**128 157.9**
	Total	**879**	**174 505.3**

Table 78
Proposed post structure

	Professional and higher									*General Service*			*Other*					
Entity	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Subtotal*	*Field Service*	*National Professional Officer*	*Local level*	*Trades and Crafts*	*Subtotal*	*Total*
1. Office of the Under-Secretary-General																		
Regular budget	1	–	–	1	–	–	–	–	2	–	–	–	–	–	–	–	–	2
Other assessed	–	–	–	–	3	7	8	–	18	–	9	9	–	–	–	–	–	27
Extrabudgetary	–	–	–	–	–	1	–	–	1	–	–	–	–	–	–	–	–	1
Subtotal	**1**	**–**	**–**	**1**	**3**	**8**	**8**	**–**	**21**	**–**	**9**	**9**	**–**	**–**	**–**	**–**	**–**	**30**
2. Office of Support Operations																		
Regular budget	–	1	1	1	5	8	3	3	22	1	16	17	–	–	–	–	–	39
Other assessed	–	–	1	3	8	21	26	3	62	10	49	59	–	–	–	–	–	121
Extrabudgetary	–	–	–	–	1	1	1	2	5	3	3	6	–	–	–	–	–	11
Subtotal	**–**	**1**	**2**	**4**	**14**	**30**	**30**	**8**	**89**	**14**	**68**	**82**	**–**	**–**	**–**	**–**	**–**	**171**
3. Office of Supply Chain Management																		
Regular budget	–	1	2	1	2	1	4	4	15	–	25	25	–	–	–	–	–	40
Other assessed	–	–	1	4	12	48	77	4	146	6	58	64	–	–	–	–	–	210
Extrabudgetary	–	–	–	–	1	2	3	–	6	–	9	9	3	3	–	–	6	21
Subtotal	**–**	**1**	**3**	**5**	**15**	**51**	**84**	**8**	**167**	**6**	**92**	**98**	**3**	**3**	**–**	**–**	**6**	**271**
4. Division for Special Activities																		
Regular budget	–	–	1	–	1	1	–	–	3	–	1	1	–	–	–	–	–	4
Other assessed	–	–	–	2	9	11	7	–	29	3	16	19	–	–	–	–	–	48
Extrabudgetary	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Subtotal	**–**	**–**	**1**	**2**	**10**	**12**	**7**	**–**	**32**	**3**	**17**	**20**	**–**	**–**	**–**	**–**	**–**	**52**

Entity	Professional and higher									General Service			Other					
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Subtotal	Field Service	National Professional Officer	Local level	Trades and Crafts	Subtotal	Total
5. Division of Administration, New York																		
Regular budget	–	–	1	2	5	9	10	5	32	15	152	167	–	–	–	95	95	294
Other assessed	–	–	–	–	1	2	4	2	9	2	12	14	–	–	–			23
Extrabudgetary	–	–	–	–	–	1	1	1	3	5	27	32	–	–	–	3	3	38
Subtotal	–	–	**1**	**2**	**6**	**12**	**15**	**8**	**44**	**22**	**191**	**213**	–	–	–	**98**	**98**	**355**
Total	**1**	**2**	**7**	**14**	**48**	**113**	**144**	**24**	**353**	**45**	**377**	**422**	**3**	**3**	–	**98**	**104**	**879**

1. Office of the Under-Secretary-General

Executive direction and management

Table 79
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and staff and financial resources

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Programme of work is effectively managed	Timely delivery of outputs and services [percentage]	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Documentation needed for meetings of relevant intergovernmental bodies is submitted in a timely manner	Timely submission of documentation [percentage]	Target	100			
		Estimate				
		Actual				
(c) Efficiencies are achieved in travel costs of the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				
(d) Effective and efficient support is provided to all Secretariat entities	All Secretariat entities are provided continuous guidance on field support priorities, operations and performance [percentage]	Target	100			
		Estimate				
		Actual				
(e) There is a shared understanding among the Secretariat, Member States and other stakeholders on the direction of United Nations activities	The offices and divisions of the Department of Operational Support and the service centres meet performance targets stipulated in their budgetary frameworks [percentage of indicators of achievements that meet targets]	Target	80			
		Estimate				
		Actual				

External factors

388. The Office of the Under-Secretary-General for Operational Support is expected to achieve its objective and expected accomplishments on the assumption that Member States will provide support to enable the delivery of support services in line with agreed mandates, memorandums of understanding and approved plans; demand for support services will not exceed projections, for example as a result of unforeseen events or policy changes; and Member States will provide support to United Nations reform initiatives.

Outputs

389. In 2019, the outputs set out in table 80 will be delivered.

Table 80
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget)	
Other services	
1. Briefing in response to all requests by the Special Committee on Peacekeeping Operations and the Special Political and Decolonization Committee (Fourth Committee)	1
Other substantive activities (regular budget, other assessed resources and extrabudgetary)	
Good offices, fact-finding and other special missions	
2. Consultations with senior managers across the Secretariat to review and assess key support components and operational issues	28
3. Visits to client entities to review progress and provide direction to leadership on support issues	10
4. Visits to major financial contributors, troop- and police-contributing countries and other Member States to discuss and advise on operational support issues	8

Table 81
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	557.4	2
Non-post	2 608.3	–
Subtotal	**3 165.7**	**2**
Other assessed	2 446.9	27
Extrabudgetary	–	1
Total	**5 612.6**	**30**

Table 82
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	1	–	–	1
ASG	–	–	–	–
D-2	–	–	–	–
D-1	1	–	–	1
P-5	–	3	–	3
P-4	–	7	1	8
P-3	–	8	–	8
P-2/1	–	–	–	–
Subtotal	**2**	**18**	**1**	**21**

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
General Service				
Principal level	–	–	–	–
Other level	–	9	–	9
Subtotal	–	**9**	–	**9**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**2**	**27**	**1**	**30**

390. Post requirements of $557,400 will provide for two posts as detailed in tables 81 and 82.

391. The two posts (1 Under-Secretary-General and 1 D-1) funded from the programme budget were already approved by the General Assembly in the Office of the Under-Secretary-General and will carry out functions similar to those for which they were approved.

392. Non-post requirements amounting to $2,608,300 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

2. Office of Support Operations

Table 83
Financial resources by component, 2019

(Thousands of United States dollars)

Regular budget	
(a) Executive direction and management	506.4
(b) Programme of work	
Human Resources Services Division	2 270.5
Capacity Development and Operational Training Service	598.5
Health-Care Management and Occupational Safety and Health Division	3 129.6
Subtotal	**6 505.0**
Other assessed	8 688.5
Extrabudgetary	–
Total	**15 193.5**

(a) Executive direction and management

Table 84
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To enable United Nations activities in the field to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*				
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*	
(a) Rapid deployment and establishment of field presences in response to intergovernmental mandates	(i) Selections from the roster of cleared candidates constitute at least 86 per cent of all selections	Target	86				
		Estimate		86			
		Actual					
	(ii) Stabilized number of days for any roster-based recruitment, from the date of job acquisition approval to the date of selection, excluding the posting period	Target	63				
		Estimate					
		Actual					
	(iii) Reduced number of days for onboarding of selected candidates, from the date of selection to the date of reporting	Target	90				
		Estimate					
		Actual					
(b) Increased efficiency and effectiveness of mandate delivery	(i) Increased percentage of established targets met related to operational indicators listed in the global human resources performance and accountability framework	Target	37				
		Estimate					
		Actual					
	(ii) Increased percentage of women on the rosters of candidates endorsed by central review bodies	Target	36				
		Estimate					
		Actual					

External factors

393. It is expected that the objective and expected accomplishments will be achieved, on the assumption that Member States will provide the necessary political support and resources.

Outputs

394. In 2019, the outputs set out in table 85 will be delivered.

Table 85
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto (regular budget and other assessed resources)	
Other services:	
1 Briefings to Member States on administrative and personnel issues relating to staffing of client entities, as required	1
2 Background information on operational guidance, procedures and practices to intergovernmental and expert bodies in the context of operational support to client entities	1

Table 86
Resource requirements, 2019
(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	505.6	2
Non-post	0.8	–
Subtotal	**506.4**	**2**
Other assessed	168.5	3
Extrabudgetary	–	–
Total	**674.9**	**5**

Table 87
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	1	–	–	1
D-2	–	–	–	–
D-1	–	–	–	–
P-5	1	–	–	1
P-4	–	1	–	1
P-3	–	–	–	–
P-2/1	–	–	–	–
Subtotal	**2**	**1**	**–**	**3**
General Service				
Principal level	–	–	–	–
Other level	–	2	–	2
Subtotal	**–**	**2**	**–**	**2**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**
Total	**2**	**3**	**–**	**5**

395. Post requirements of $505,600 will provide for two posts as detailed in tables 86 and 87.

396. The two posts (1 Assistant Secretary-General and 1 P-5) funded from the programme budget were already approved by the General Assembly in the Office of the Assistant Secretary-General and will carry out functions similar to those for which they were approved.

397. Non-post requirements amounting to $800 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

(b) Programme of work

Component 1
Human Resources Services Division

Table 88
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To enable United Nations Secretariat entities to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly.

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*					
			2009–2013	*2010–2013*	*2012–2013*	*2014–2015*	*2016–2017*
Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(i) Increased placement of candidates successful in the young professionals programme examination from unrepresented and underrepresented Member States to P-1 and P-2 positions in the Secretariat [percentage placement of successful candidates from unrepresented and underrepresented Member States]	Target	80	86	90		
		Estimate		80	85	85	
		Actual			81	86	
	(ii) Increased percentage of women staff in the regular budget posts in the Professional and higher categories [increase in the percentage]	Target	2	2	2		
		Estimate		2	2	2	
		Actual			1	2	

External factors

398. The objective and expected accomplishments are expected to be achieved on the assumption that management reform proposed will be approved by Member States and will be implemented according to the established timeline.

Outputs

399. In 2019, the outputs set out in table 89 will be delivered.

Table 89
Categories of outputs and final outputs

Output	*Quantity*
Administrative support services (regular budget and other assessed resources)	
Human resources management	
1. Organization of and participation in the Chief Human Resources Officer conference	1

Outputs	*Quantity*
2. Provision of a framework, enablers and operational support for the implementation of the staff selection processing for client entities as well as management of the rosters	1
3. Operational performance tracking of human resources management functions in the field through review visits	1
4. Inputs to the reports of the Secretary-General on operational human resources-related matters	1
5. Inputs to human resources management performance scorecard in the annual report to the Performance Review Group and the Management Performance Board	1
6. Exchanges of letters between the Department of Operational Support and the United Nations Volunteers outlining the framework of the services of United Nations Volunteers deployed to peacekeeping operations and special political mission and other client entities	1
Human resources advisory services	
7. Guidance to entities on the exercise of delegated authority for human resources management (number of entities)	40
8. Provision of business intelligence tools for both operational key performance indicators and analytics for human resources	1
9. Provision of human resources advisory services to national and international staff through the human resources sections in client entities	1
10. Operational guidance and responses provided to more than 900 informal and formal cases and enquiries from client entities, the Management Evaluation Unit, the Office of the Ombudsman and Mediation Services, the Department of Management Strategy, Policy and Compliance and other offices	1
11. Advisory services to senior management of the Secretariat on the exercise of delegated authority and implementation of human resources-related rules and policies to ensure consistency in application across client entities	5
Common system, compensation and inter-agency policy	
12. Develop new generic job profiles and/or standard job descriptions, as required	1
Planning and reporting	
13. Ad hoc reports for Member States and programme managers in entities on human resources information, including in response to requests from Member States and programme managers (number of Member States/entities)	137
Staff selection	
Development, administration and reporting of examinations, selection or certification tests, including guidance and quality assurance for exam creation, screening of applications, global delivery of written and oral examinations, evaluation of candidates, analysis and reporting of results, for	1
14. Young professionals programme for posts at the P-1 and P-2 levels (number of applicants per job family)	1 600
15. General Service level and Professional and higher category posts (number of test takers)	2 500
16. Positions in the Trades and Crafts category and for Security Officers and other positions in the General Service and related categories, as required (number of examinations or selection tests)	3
17. Development, implementation and improvement of digital testing and assessments tools for recruitment to posts in the General Service and related categories and the Professional and higher categories (number of tools)	2
18. Background screening for verification of academic qualifications and employment history relating to the selection and onboarding of candidates from the rosters for language and related positions	40
19. Secretariat servicing of the central review bodies at Headquarters and regional commissions and of the Global Central Review Board in the review of cases under the current and new staff selection systems	710
20. Review and determination of step in grade and issuance of offers for newly recruited external candidates in the General Service and related categories at Headquarters and for support staff for the United Nations information centres (number of external candidates and support staff of United Nations information centres)	175

Outputs	*Quantity*
21. Management of the placement of young professionals programme candidates and their reassignments	150
22. Background screening for verification of academic qualifications and employment history of external candidates (number of external candidates)	175
23. Bimonthly training sessions on the staff selection system for staff and managers	6
24. Strategic meetings with client departments and offices to advise on vacancy management strategies	3
25. Coordination of various human resources-related issues with permanent missions, including secondment and personal status	1
26. Review and conversion of fixed-term appointments to continuing appointments	500

400. The distribution of resources for component 1 is reflected in table 90.

Table 90
Resource requirements, 2019
(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	2 270.5	17
Non-post	–	–
Subtotal	**2 270.5**	**17**
Other assessed	5 211.6	67
Extrabudgetary	–	–
Total	**7 482.1**	**84**

Table 91
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	1	–	1
D-1	–	2	–	2
P-5	2	6	–	8
P-4	5	9	–	14
P-3	1	18	–	19
P-2/1	2	1	–	3
Subtotal	**10**	**37**	–	**47**
General Service				
Principal level	1	7	–	8
Other level	6	23	–	29
Subtotal	**7**	**30**	–	**37**

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**17**	**67**	–	**84**

401. Post requirements of $2,270,500 will provide for 17 posts as detailed in tables 90 and 91.

402. The Human Resources Services Division will comprise 17 posts funded from the programme budget, of which 14 posts (2 P-5, 3 P-4, 1 P-3, 2 P-2 and 6 General Service (Other level)) were previously approved by the General Assembly in the Office of Human Resources Management and the Office of Information and Communications Technology of the Department of Management, as well as in the Field Personnel Division of the Department of Field Support. Those 14 posts will carry out functions similar to those for which they were approved.

403. In addition, three posts previously approved in the Office of Information and Communications Technology (2 posts of Information Systems Officer (P-4) and 1 Senior Telecommunications Assistant (General Service (Principal level))) are proposed to be reassigned as two posts of Human Resources Officer (P-4) and one post of Senior Human Resources Assistant (General Service (Principal level)).

Component 2
Capacity Development and Operational Training Service

Table 92
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018–2019	2016–2017	2014–2015	2012–2013
To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services	(i) Increased percentage of representatives of departments and offices expressing satisfaction with capacity development efforts and support provided by the Capacity Development and Operational Training Service [increase in the percentage]	Target	75			
		Estimate				
		Actual				
	(ii) Increased number of staff trained for emergency preparedness	Target	400			
		Estimate				
		Actual				

External factors

404. The objective and expected accomplishments are expected to be achieved on the assumption that management reform proposed will be approved by Member States and will be implemented according to the established timeline.

Outputs

405. In 2019, the outputs set out in table 93 will be delivered.

Table 93
Categories of outputs and final outputs

Outputs	*Quantity*
1. Operational resources: a series of programmes to support and strengthen programme managers and staff with administrative responsibilities in delivering their mandates and in understanding the various human resources, financial, procurement and auditing processes. The programmes include developing learning on recruitment, Umoja and budgeting, procurement and auditing processes	2 000
2. Training of peacekeeping mission budget and finance personnel on new and existing field financial systems and business processes	1
Global advice on and support for human resources administration	
3. Proposals for streamlined workflows, best practices and enhancements, as well as participation in testing of new functions of Umoja, for human resources administration	10
4. New and revised job aids on administration of personnel in Umoja	7
5. New and revised release notes on administration of personnel in Umoja	13
6. Train-the-trainer sessions on administration of personnel	1
7. Umoja production support to ensure that technical and procedural issues are resolved or escalated on a timely basis	1

406. The distribution of resources for component 2 is reflected in table 94.

Table 94
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	598.5	4
Non-post	–	–
Subtotal	**598.5**	**4**
Other assessed	2 036.9	34
Extrabudgetary	–	–
Total	**2 635.4**	**38**

Table 95
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–		–	
D-1	–	1	–	1
P-5	1	1	–	2
P-4	1	5	–	6
P-3	–	6	–	6
P-2/1	1	2	–	3
Subtotal	**3**	**15**	**–**	**18**
General Service				
Principal level	–	3	–	3
Other level	1	16	–	17
Subtotal	**1**	**19**	**–**	**20**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**
Total	**4**	**34**	**–**	**38**

407. Post requirements of $598,500 will provide for four posts as detailed in tables 94 and 95.

408. The Capacity Development and Operational Training Service will comprise four posts (1 P-5, 1 P-4, 1 P-2 and 1 General Service (Other level)) funded from the programme budget, which were previously approved by the General Assembly in the Office of Information and Communications Technology of the Department of Management, as well as in the Field Personnel Division and the Field Budget and Finance Division of the Department of Field Support. Those four posts will carry out functions similar to those for which they were approved.

Component 3
Health-Care Management and Occupational Safety and Health Division

Table 96
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: Reduction of health care-related risks to the United Nations and its staff

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
(a) A reduction in preventable harm	(i) Reduction in the number of work-related incidents that result in illness or injury [incidents per 100,000 staff per annum]	Target	2 000	2 400		
		Estimate		2 400		
		Actual			650	
	(ii) Reduction in the number of sick leave days owing to work-related incidents [number of sick days per 100 staff per annum]	Target	7 500	10 000		
		Estimate		10 000	2 600	
		Actual			2 600	
	(iii) Increase in the number of duty stations that have an approved medical component in their mass casualty plans [number of duty stations]	Target	21	18	12	
		Estimate		12	12	6
		Actual			6	3
	(iv) Reduction in the number of sick leave days owing to illness or injury [number of days of sick leave per staff member per annum]	Target	7.4	7.4	7.5	
		Estimate		7.5	7.5	
		Actual		7.5	7.6	7.6
	(v) Reduction in the number of medical evacuations [number of medical evacuations per 1,000 staff members per annum]	Target	20.0	5.0	7.0	
		Estimate		23.0	7.0	
		Actual			26.5	9.9
(b) Improved quality of United Nations health-care services	(i) Improved level of satisfaction expressed by clients [percentage]	Target	95	95	95	95
		Estimate		95	95	95
		Actual			94.75	95
	(ii) Improved level of satisfaction expressed by field medical staff regarding advice and support by the Division [percentage]	Target	95	95	92	
		Estimate		95	91	
		Actual			87	
	(iii) Increase in the number of level I and II clinics (contingent- and United Nations-owned) with implemented safety and quality standards	Target	4			
		Estimate				
		Actual				

External factors

409. The objective and expected accomplishments are expected to be achieved on the assumption that management reform proposed will be approved by Member States and will be implemented according to the established timeline.

Outputs

410. In 2019, the outputs set out in table 97 will be delivered.

Table 97
Categories of outputs and final outputs

Outputs	*Quantity*
Administrative support services (regular budget, other assessed and extrabudgetary)	
Human resources management	
Occupational health service	
1. Occupational health consultation by medical officers	200
2. Occupational health consultations by nurses	12 500
3. Administration of immunizations	6 250
4. Review of occupational safety health incident reports	25
5. Return-to-work programme recommendations for staff members after their prolonged sick leave	10
6. Organizing of health awareness and promotion campaigns and programmes (e.g., blood drive, blood pressure monitoring, breast cancer walk, ergonomic assessments and presentations, monthly vaccine reminders, immunizations for travel, influenza vaccine, travel advisory, new staff orientation, smoking cessation and mental health awareness)	7 000
7. Mental health and psychological consultations	150
Medico-administrative services	
8. Issuance of medical clearances for the recruitment, reassignment and travel of staff members	11 000
9. Approval of and expert advice on medical evacuations to the field missions	250
10. Evaluation and certification of sick leave for staff	3 300
11. Expert recommendations on cases of work-related injury/illness/death to the Advisory Board on Compensation Claims and to the Department of Operational Support on compensation for uniformed personnel	90
12. On-site assessment of local medical facilities and regional medical evacuation centres	6
13. Review of and expert advice on medical aspects of hardship classifications of duty stations for the International Civil Service Commission	200
14. Technical clearance of applications of civilian and military medical personnel for field positions	250
15. Assessment and advisory visits in support of medical capability of troop-contributing countries	2
16. Organization of meetings of chief medical officers and force medical officers on the implementation of health-care reforms	1
17. Online webinar training sessions and meetings for field medical personnel on continuing medical education	10
18. Global town halls for United Nations medical personnel on various health-care matters	2
Business continuity, public health and medical emergency preparedness	
19. Policies, standard operating procedures, guidelines and technical resources on public health, infectious diseases and mass casualty incident preparedness for United Nations personnel	2
20. Review and approval of mass casualty plans	3
21. Update and maintenance of the occupational health information management system, EarthMed	3
Organizational health and well-being training	
22. Evidence-based resilience-building training and wellness training sessions	20
23. Training on mental health and wellness, including its development, for health-care providers of staff (medical officers, nurses) in the field to assist in improving patient care and health risk assessments	6
24. Psychological first aid training for staff at large to assure safe and appropriate response readiness in emergencies	6

Outputs	*Quantity*
Emergency preparedness and support	
25. Guidelines for emergency preparedness and reference materials for staff, survivors and families	1
Training of staff members on:	
26. Emergency preparedness	200
27. Serving as family focal points and call centre volunteers to respond to mass casualty incidents	100
28. Senior manager roles in the response to critical incidents	25
Update and maintenance of:	
29. Centralized roster of first responders	1
30. Information communications tools to provide staff and families with the most recent information relating to critical incidents	2

411. The distribution of resources for component 3 is reflected in table 98.

Table 98
Resource requirements, 2019
(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	2 092.3	16
Non-post	1 037.3	–
Subtotal	**3 129.6**	**16**
Other assessed	1 271.5	17
Extrabudgetary	–	11
Total	**4 401.1**	**44**

Table 99
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	1	–	–	1
D-1	1	–	–	1
P-5	1	1	1	3
P-4	2	6	1	9
P-3	2	2	1	5
P-2/1	–	–	2	2
Subtotal	**7**	**9**	**5**	**21**
General Service				
Principal level	–	–	3	3

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Other level	9	8	3	20
Subtotal	**9**	**8**	**6**	**23**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**16**	**17**	**11**	**44**

412. Post requirements of $2,092,300 will provide for 16 posts as detailed in tables 98 and 99.

413. The Health-Care Management and Occupational Safety and Health Division will comprise 16 posts funded from the programme budget, of which 15 posts (1 D-2, 1 D-1, 1 P-5, 2 P-4, 2 P-3 and 8 General Service (Other level)) were previously approved by the General Assembly in the Medical Services Division of the Office of Human Resources Management, and 1 post (General Service (Other level)) was approved in the Office of Information and Communications Technology of the Department of Management. Those 16 posts will carry out functions similar to those for which they were approved.

414. Non-post requirements amounting to $1,037,300 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

3. Office of Supply Chain Management

Table 100
Financial resources by component, 2019
(Thousands of United States dollars)

Regular budget	
(a) Executive direction and management	1 007.6
(b) Programme of work	
Enabling Section	230.8
Logistics Division	337.9
Procurement Division	3 368.6
Uniformed Capabilities Support Division	290.9
Subtotal	**5 235.8**
Other assessed	15 749.9
Extrabudgetary	482.0
Total	**21 467.7**

(a) Executive direction and management

Table 101
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
(a) Programme of work is effectively managed	Timely and satisfactory delivery of outputs and services [percentage of clients indicating that services are provided in a timely and/or satisfactory manner]	Target	85	85	85	81
		Estimate		85	85	81
		Actual			91	81
(b) Increased timeliness of submission of documentation	Increased percentage of pre-session documents submitted in accordance with the established deadline	Target	100	80	83	80
		Estimate			80	80
		Actual			87.5	80

External factors

415. The objectives and expected accomplishments are expected to be achieved, on the assumption that there are no force majeure events.

Outputs

416. In 2019, the outputs set out in table 102 will be delivered.

Table 102
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies and reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings	
1. Formal meetings/informal consultations of the Fifth Committee	15
2. Hearings of the Advisory Committee on Administrative and Budgetary Questions	8
Parliamentary documentation	
3. Reports of the Secretary-General on matters relating to facilities management, commercial activities, procurement and business continuity	3
Administrative support services (regular budget)	
4. Representation at, and convening of, meetings with counterparts in other offices or departments of the Secretariat, offices away from Headquarters and United Nations funds and programmes and specialized agencies on issues related to facilities management, commercial activities, procurement and business continuity	8
5. Strategic guidance and management concerning facilities, commercial activities, procurement and business continuity in the Secretariat (number of meetings)	170
6. Coordination for the preparation of various reports of the Secretary-General to the General Assembly and responses to the oversight bodies on central support services matters (number of reports)	8

Table 103
Resource requirements, 2019
(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	665.0	4
Non-post	342.6	–
Subtotal	**1 007.6**	**4**
Other assessed	486.7	6
Extrabudgetary	–	–
Total	**1 494.3**	**10**

Table 104
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	1	–	–	1
D-2	–	–	–	–
D-1	–	–	–	–
P-5	1	1	–	2
P-4	–	1	–	1
P-3	–	3	–	3
P-2/1	–	–	–	–
Subtotal	**2**	**5**	**–**	**7**
General Service				
Principal level	–	–	–	–
Other level	2	1	–	3
Subtotal	**2**	**1**	**–**	**3**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**
Total	**4**	**6**	**–**	**10**

417. Post requirements of $665,000 will provide for four posts as detailed in tables 103 and 104.

418. The Office of the Assistant Secretary-General will comprise four posts (1 Assistant Secretary-General, 1 P-5 and 2 General Service (Other level)) funded from the programme budget, which were previously approved by the General Assembly in the Office of Central Support Services of the Department of Management. Those four posts will carry out functions similar to those for which they were approved.

419. Non-post requirements amounting to $342,600 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

(b) Programme of work

Component 1
Enabling Section

Table 105
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat by applying the principles of the organizational resilience management system

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*	
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
Increased efficiency and effectiveness of peacekeeping operations	(i) Average time for delivery of ad hoc report or data requests less than or equal to 3 business days	Target	3	3		
		Estimate		3		
		Actual				
	(ii) Absence of complaints by representatives of Member States as to the quality of business seminar services	Target	0	0		
		Estimate		0		
		Actual				

External factors

420. The objectives and expected accomplishments are expected to be achieved on the assumption that the Member States continue to express interest in organizing business seminars.

Outputs

421. In 2019, the outputs set out in table 106 will be delivered.

Table 106
Categories of outputs and final outputs

Outputs	*Quantity*
Administrative support services (regular budget, other assessed and extrabudgetary)	
1 Compilation of yearly Secretariat procurement statistics to provide data to a broad group of stakeholders to support the integrated end-to-end supply chain	1
2 Publication of new or amended Umoja business intelligence web intelligence (webi) reports for Secretariat-wide consumption by procurement staff	8
3 Publication of upcoming Secretariat procurement opportunities (expression of interest) on the Division website	1 000
4 Processing of requests for level 1 supplier qualification for the registration of qualified suppliers worldwide	1 000

Outputs	*Quantity*
5 Processing of request for level 2 supplier qualification for the registration of qualified suppliers worldwide	200
6 Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations	35

422. The distribution of resources for component 1 is reflected in table 107.

Table 107
Resource requirements, 2019
(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	230.8	2
Non-post	–	–
Subtotal	**230.8**	**2**
Other assessed	1 160.6	16
Extrabudgetary	–	–
Total	**1 391.4**	**18**

Table 108
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	–	–	–
D-1	–	–	–	–
P-5	–	1	–	1
P-4	–	3	–	3
P-3	1	5	–	6
P-2/1	–	1	–	1
Subtotal	**1**	**10**	**–**	**11**
General Service				
Principal level	–	2	–	2
Other level	1	4	–	5
Subtotal	**1**	**6**	**–**	**7**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–

Category	Regular budget	Other assessed	Extrabudgetary	Total
Trades and Crafts				
Subtotal				
Total	2	16		18

423. Post requirements of $230,800 will provide for two posts as detailed in tables 107 and 108.

424. The Enabling Section will comprise two posts (1 P-3 and 1 General Service (Other level)) funded from the programme budget, which were previously approved by the General Assembly in the Procurement Division of the Office of Central Support Services of the Department of Management. Those two posts will carry out functions similar to those for which they were approved.

Component 2
Logistics Division

Table 109
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve implementation of field missions' mandates through rapid, effective and efficient logistics and support services

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2016 (actual)	2017 (estimate)	2018 (estimate)	2019 (estimate)
Increased efficiency and effectiveness of operational support to all entities in the Secretariat	(i) Improved supply chain management that meets targets and benchmarks set forth in the performance management system for the end-to-end integrated supply chain processes (percentage of indicators of achievement that meet targets)	Target	80			
		Estimate				
		Actual				
	(ii) Clients have access 365 days a year to valid systems contracts with sufficient not-to-exceed amounts	Target	365	365	365	365
		Estimate		365	365	365
		Actual			365	365

External factors

425. It is expected that the objective and expected accomplishments will be achieved, on the assumption that vendors and suppliers will deliver goods and services on time and that Member States will provide the required political and resource support.

Outputs

426. In 2019, the outputs set out in table 110 will be delivered.

Table 110
Categories of outputs and final outputs

Output	*Quantity*
Administrative support services (regular budget and other assessed resources)	
Central support services	
1. Update and maintenance of tools, procedures and information-sharing forums for the entities in the Secretariat to enhance the capability of all clients to meet their requirements for equipment, commodities and services	1
2. Administration and management of transportation and movement contracts	1
3. Administration and management of specialist support contracts	1

427. The distribution of resources for component 2 is reflected in table 111.

Table 111
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	337.9	2
Non-post	–	–
Subtotal	**337.9**	**2**
Other assessed	7 123.8	92
Extrabudgetary	–	–
Total	**7 461.7**	**94**

Table 112
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	1	–	–	1
D-1	–	3	–	3
P-5	–	5	–	5
P-4	–	26	–	26
P-3	–	35	–	35
P-2/1	–	–	–	–
Subtotal	**1**	**69**	–	**70**
General Service				
Principal level	–	1	–	1

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Other level	1	22	–	23
Subtotal	**1**	**23**	**–**	**24**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**
Total	**2**	**92**	**–**	**94**

428. Post requirements of $337,900 will provide for two posts as detailed in tables 111 and 112.

429. The Logistics Division will comprise two posts (1 D-2 and 1 General Service (Other level)) funded from the programme budget, which were previously approved by the General Assembly in the Logistics Support Division of the Department of Field Support. Those two posts will carry out functions similar to those for which they were approved.

Component 3
Procurement Division

Table 113
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2014–2015	*2016–2017*	*2018–2019*	*2020–2021*
(a) Best value, fairness, integrity and transparency in acquisition of goods and services	(i) Increased percentage of clients responding to surveys who express satisfaction	Target	99	98.5	98.5	98
		Estimate		98.2	99	98
		Actual			99.1	98
	(ii) Average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order less than 16	Target	12	17	22	18
		Estimate		13.5	18	23
		Actual			9.3	13.7
	(iii) Ratio of receivable procurement challenges submitted to the Award Review Board versus the number of procurement debriefs conducted less than 10 per cent	Target	3:5			
		Estimate				
		Actual				
(b) Enhanced level of international competition	Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat	Target	42 000	11 900	6 800	6 750
		Estimate		39 000	11 800	6 750
		Actual			13 651	10 040

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018	2019	2016	2017	2014	2015	2012	2013
(c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	Increased number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process, ensuring international competition, in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations	Target	2 500		1 000		770		630	
		Estimate			1 315		971		750	
		Actual					1 938		1 267	

External factors

430. It is expected that the objectives and expected accomplishments will be achieved, on the assumption that national institutions and organizations are supportive of efforts aimed at the diversification of United Nations suppliers.

Outputs

431. In 2019, the outputs set out in table 114 will be delivered.

Table 114
Categories of outputs and final outputs

Outputs	Quantity
Administrative support services (regular budget, other assessed and extrabudgetary)	
Procurement services	
1. Acquisition plans and procurement statistics *(published annually)*	1
2. Presentation of procurement cases to the Advisory Committee on Procurement, including review of procurement procedures being proposed and conducted by offices away from Headquarters and peacekeeping and other field missions	325
3. Number of purchase orders awarded	3 750
4. Negotiation and execution of contracts for the procurement of goods and services	225
5. Tender-opening ceremonies in accordance with the rules and procedures of the United Nations	390
6. Substantive contribution to the implementation of procurement training programmes and advisory services on procurement matters for staff at Headquarters, offices away from Headquarters and field missions	1

432. The distribution of resources for component 3 is reflected in table 115.

Table 115
Resource requirements, 2019
(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	Posts
Regular budget		
Post	3 236.8	29
Non-post	131.8	
Subtotal	**3 368.6**	**29**

	Revised estimates 2018–2019	
	Financial resources	Posts
Other assessed	4 509.7	59
Extrabudgetary	482.0	21
Total	**8 360.3**	**109**

Table 116
Post resources: proposed structure

Category	Regular budget	Other assessed	Extrabudgetary	Total
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	1	–	–	1
D-1	1	1	–	2
P-5	1	3	1	5
P-4	1	12	2	15
P-3	3	22	3	28
P-2/1	3	3	–	6
Subtotal	**10**	**41**	**6**	**57**
General Service				
Principal level	–	–	–	–
Other level	19	18	9	46
Subtotal	**19**	**18**	**9**	**46**
Other				
Field Service	–	–	3	3
National Professional Officer	–	–	3	3
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	**6**	**6**
Total	**29**	**59**	**21**	**109**

433. Post requirements of $3,236,800 will provide for 29 posts as detailed in tables 115 and 116.

434. The Procurement Division will comprise 29 posts (1 D-2, 1 D-1, 1 P-5, 1 P-4, 3 P-3, 3 P-2 and 19 General Service (Other level)) funded from the programme budget, which were previously approved by the General Assembly in the Procurement Division of the Office of Central Support Services of the Department of Management. The 29 posts will carry out functions similar to those for which they were approved.

435. Non-post requirements amounting to $131,800 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Component 4
Uniformed Capabilities Support Division

Table 117
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To enable United Nations activities in the field to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*							
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
Increased efficiency and effectiveness of mandate delivery	Maintenance of a three-month average processing time frame for contingent-owned equipment claims, from receipt of the mission-certified claim to its approval by the Department	Target	3	3	3	3				
		Estimate			3	3	3	3		
		Actual			3	3	3			

External factors

436. It is expected that the objective and expected accomplishments will be achieved, on the assumption that Member States will provide the necessary political support and resources.

Outputs

437. In 2019, the outputs set out in table 118 will be delivered.

Table 118
Categories of outputs and final outputs

Outputs	*Quantity*
1. Negotiations of memorandums of understanding for administering contingent-owned equipment and personnel levels deployed to missions	1
2. Processing of contingent-owned equipment reimbursement, letters of assist and death and disability compensation claims	1
3. Expert advice to all field operations and permanent missions to the United Nations of troop- and police-contributing countries on contingent-owned equipment reimbursement and death and disability compensation matters	1

438. The distribution of resources for component 4 is reflected in table 119.

Table 119
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	285.4	3
Non-post	5.5	–
Subtotal	**290.9**	**3**
Other assessed	2 469.1	37

	Revised estimates 2018/2019	
	Financial resources	*Posts*
Extrabudgetary	–	–
Total	**2 760.0**	**40**

Table 120
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	1	–	1
D-1	–	–	–	–
P-5	–	2	–	2
P-4	–	6	–	6
P-3	–	12	–	12
P-2/1	1	–	–	1
Subtotal	**1**	**21**	**–**	**22**
General Service				
Principal level	–	3	–	3
Other level	2	13	–	15
Subtotal	**2**	**16**	**–**	**18**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**3**	**37**	**–**	**40**

439. Post requirements of $285,400 will provide for three posts as detailed in tables 119 and 120.

440. The Uniformed Capabilities Support Division will comprise three posts (1 P-2 and 2 General Service (Other level)) funded from the programme budget, which were previously approved by the General Assembly in the Field Budget and Finance Division of the Department of Field Support. Those three posts will carry out functions similar to those for which they were approved.

441. Non-post requirements amounting to $5,500 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

4. Division for Special Activities

Table 121
Financial resources by component, 2019

(Thousands of United States dollars)

Regular budget	
(a) Executive direction and management	258.2
(b) Programme of work	
Resource Planning and Analysis Section	472.5
Subtotal	**730.7**
Other assessed	3 342.9[a]
Extrabudgetary	–
Total	**4 073.6**

[a] The overall resources include the following components under the programme of work: (a) Client Support and Special Situations Section ($736,900); (b) Operational Planning Service ($782,300); and (c) Support Partnerships Service ($520,900).

(a) Executive direction and management

Table 122
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To enable United Nations activities in the field to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

			Performance measures					
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*		
Timely completion of the planning, rapid deployment and establishment of field missions in response to Security Council mandates	Identification and deployment of logistics equipment capable of supporting start-up teams and initial troop and police deployments within 90 days of the adoption of Security Council mandates	Target	90					
		Estimate						
		Actual						

External factors

442. It is expected that the objective and expected accomplishments will be achieved, on the assumption that Member States will provide the necessary political support and resources.

Outputs

443. In 2019, the outputs set out in table 123 will be delivered.

Table 123
Categories of outputs and final outputs

Outputs	*Quantity*
1. Deployment of mission assist teams to address the recruitment and administrative and technical human resources management needs of field operations at critical times	1
2. Establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis	1

Outputs	*Quantity*
3. Financial management of liquidating field operations	1
4. Support to field missions in the formulation of resource requirements for the assessment of and planning for new and expanding peacekeeping operations in response to Security Council mandates	1
5. Field assistance visits to provide in situ support for the assessment of resource requirements and implementation of significant financial administration initiatives	1
6. Expert advice to field operations, including peacekeeping operations, special political missions, the United Nations Logistics Base and the Regional Service Centre, on the formulation of budget proposals and performance reports, maintenance and preparation of financial accounts and management of financial resources	1

Table 124
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	258.2	1
Non-post	–	–
Subtotal	**258.2**	**1**
Other assessed	506.0	6
Extrabudgetary	–	–
Total	**764.2**	**7**

Table 125
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	1	–	–	1
D-1	–	–	–	–
P-5	–	3	–	3
P-4	–	3	–	3
P-3	–	–	–	–
P-2/1	–	–	–	–
Subtotal	**1**	**6**	**–**	**7**
General Service				
Principal level	–	–	–	–
Other level	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**1**	**6**	–	**7**

444. Post requirements of $258,200 will provide for one post as detailed in tables 124 and 125.

445. The Office of the Director will comprise one post (D-2) funded from the programme budget, which was previously approved by the General Assembly in the Office of Information and Communications Technology of the Department of Management (Director, Information Systems) and proposed to be reassigned as Director, Special Activities (D-2).

(b) Programme of work

Resource Planning and Analysis Section

Table 126
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with the provision of data-driven analysis and input on best practices for cost-effective operational support solutions

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
Increased efficiency and effectiveness of mandate delivery	Relevant intergovernmental bodies provided with information on resources and support implications for new, expanding or transitioning programmes/mandates	Target	3			
		Estimate				
		Actual				

External factors

446. It is expected that the objective and expected accomplishments will be achieved, on the assumption that Member States will provide support to United Nations reform initiatives and that new, expanding or transitioning programmes and/or mandates are authorized during the reporting period.

Outputs

447. In 2019, the outputs set out in table 127 will be delivered.

Table 127
Categories of outputs and final outputs

Output	*Quantity*
Resource planning and analysis	
1. Comparative analysis of and management reports on elements in operational support (number of entities)	5
2. Coordination of guidance on major resourcing priorities for field missions (number of entities)	5
3. Cross-cutting assistance and advice to offices and missions on operational support solutions (number of entities)	5

448. The distribution of resources for component 1 is reflected in table 128.

Table 128
Resource requirements, 2019
(Thousands of United States dollars)

	Revised estimate 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	472.5	3
Non-post	–	–
Subtotal	**472.5**	**3**
Other assessed	796.8	13
Extrabudgetary	–	–
Total	**1 269.3**	**16**

Table 129
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	–	–	–
D-1	–	–	–	–
P-5	1	–	–	1
P-4	1	3	–	4
P-3	–	3	–	3
P-2/1	–	–	–	–
Subtotal	**2**	**6**	**–**	**8**
General Service				
Principal level	–	2	–	2
Other level	1	5	–	6
Subtotal	**1**	**7**	**–**	**8**

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**3**	**13**	–	**16**

449. Post requirements of $472,500 will provide for three posts as detailed in tables 128 and 129.

450. The Resource Planning and Analysis Section will comprise three posts (1 P-5, 1 P-4 and 1 General Service (Other level)) funded from the programme budget, which were previously approved by the General Assembly in the Field Budget and Finance Division of the Department of Field Support. Those three posts will carry out functions similar to those for which they were approved.

5. Division of Administration, New York

Table 130
Financial resources by component, 2019
(Thousands of United States dollars)

Regular budget	
(a) Executive direction and management	344.5
(b) Programme of work	
Headquarters client support	1 646.4
Information and communications technology	11 782.4
Facilities and commercial activities	71 292.3
Subtotal	**85 065.6**
Other assessed	12 831.4
Extrabudgetary	30 260.9
Total	**128 157.9**

(a) Executive direction and management

Table 131
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2018 2019 2016 2017 2014 2015 2012 2013
(a) Programme of work is effectively managed	Timely and satisfactory delivery of outputs and services [percentage of clients indicating that services are provided in a timely and/or satisfactory manner]	Target	100
		Estimate	
		Actual	
(b) Increased timeliness of submission of documentation	Increased percentage of pre-session documents submitted in accordance with the established deadline	Target	100
		Estimate	
		Actual	
(c) Efficiencies achieved in travel costs of the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100
		Estimate	
		Actual	

External factors

451. The objectives and expected accomplishments are expected to be achieved on the assumption that stakeholders are supportive of and will extend full cooperation to the Division.

Outputs

452. In 2019, the outputs set out in table 132 will be delivered.

Table 132
Categories of outputs and final outputs

Outputs	*Quantity*
Administrative support services (regular budget)	
1. Representation of the Secretary-General at meetings of the United Nations intergovernmental bodies on various administrative and financial issues	1
2. Responses to audit findings and recommendations by external and internal oversight bodies	5
3. Continuous awareness-raising on relevant policies, through appropriate delegation of authority framework and associated instruments, to promote and enhance the culture of managerial accountability	1
4. Crisis management simulation exercises as part of the business continuity plan for the critical functions of United Nations Headquarters and client entities	1

Table 133
Resource requirements, 2019
(Thousands of United States dollars)

	Revised estimate 2018–2019	
	Financial resources	Posts
Regular budget		
Post	337.9	2
Non-post	6.6	
Subtotal	**344.5**	**2**
Other assessed		
Extrabudgetary		
Total	**344.5**	**2**

Table 134
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–			–
ASG	–			–
D-2	1	–		1
D-1	–			–
P-5	–			–
P-4	–			–
P-3	–			–
P-2/1	–			–
Subtotal	**1**	**–**	**–**	**1**
General Service				
Principal level	–			–
Other level	1			1
Subtotal	**1**	**–**	**–**	**1**
Other				
Field Service	–			–
National Professional Officer				
Local level	–			–
Trades and Crafts	–			–
Subtotal	**–**	**–**	**–**	**–**
Total	**2**	**–**	**–**	**2**

453. Post requirements of $337,900 will provide for two posts as detailed in tables 133 and 134.

454. The Office of the Director will comprise two posts (1 D-2 and 1 General Service (Other level)) funded from the programme budget, which were previously approved by the General Assembly in the Office of Central Support Services of the Department of Management. Those two posts will carry out functions similar to those for which they were approved.

455. Non-post requirements amounting to $6,600 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

(b) Programme of work

Component 1
Headquarters client support

Table 135
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat by applying the principles of the organizational resilience management system

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2014–2015	2016–2017	2018–2019	2020–2021
Enhanced capacity to respond to disruptions and crisis events	(i) Critical process recovery starts within 24 hours of a disruption [percentage]	Target	100	100	100	
		Estimate		100	100	100
		Actual			100	90
	(ii) Timely completion of organizational resilience exercises involving United Nations Headquarters departments and offices [percentage]	Target	90	90	100	
		Estimate		90	100	90
		Actual			100	90

External factors

456. The objectives and expected accomplishments are expected to be achieved on the assumption that stakeholders are supportive of the efforts of and will extend full cooperation to the Division.

Outputs

457. In 2019, the outputs set out in table 136 will be delivered.

Table 136
Categories of outputs and final outputs

Outputs	Quantity
Human resources services	
1. Expert advice and assistance to executive and administrative offices and staff in New York on all aspects of human resources management and staff administration (number of instances)	10 000
2. Coordination with other United Nations agencies, funds and programmes on staff movement, including secondment, transfer and loan arrangement	1

Output	Quantity
Administration of Headquarters staff for:	
3. Appointments	1 000
4. Renewal of appointments	2 000
5. Movement of staff within the Organization	475
6. Separations/terminations (including agreed termination and disability)	1 000
Administration of benefits and entitlements of staff members	
7. Education grants	1 250
8. Dependency status	850
9. Induction programme of new staff members on initial appointment to advise on conditions of service, entitlement, rights and obligations under the Staff Regulations and Rules of the United Nations	500
10. Administration and management of contracts for consultants and individual contractors	750
11. Maintenance of official status files of staff at Headquarters	1

458. The distribution of resources for component 1 is reflected in table 137.

Table 137
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimate 2018–2019	
	Financial resources	Posts
Regular budget		
Post	1 342.8	13
Non-post	301.6	–
Subtotal	**1 646.4**	**13**
Other assessed	815.0	13
Extrabudgetary	929.0	9
Total	**3 387.4**	**35**

Table 138
Post resources: proposed structure

Category	Regular budget	Other assessed	Extrabudgetary	Total
Professional and higher				
USG				
ASG				
D-2				
D-1	1	–	–	1
P-5	–	1	–	1
P-4	1	1	1	3
P-3	–	3	1	4
P-2/1	1	–	–	1
Subtotal	**3**	**5**	**2**	**10**

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
General Service				
Principal level		1	2	3
Other level	10	7	5	22
Subtotal	**10**	**8**	**7**	**25**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**13**	**13**	**9**	**35**

459. Post requirements of $1,344,800 will provide for 13 posts as detailed in tables 137 and 138.

460. The Headquarters Client Support Section will comprise 12 posts (1 P-4, 1 P-2 and 10 General Service (Other level)) funded from the programme budget, which were previously approved by the General Assembly in the Office of Human Resources Management of the Department of Management. Those 12 posts will carry out functions similar to those for which they were approved.

461. In addition, one post previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts for a Chief of Service (D-1) is proposed to be reassigned as Executive Officer (D-1).

462. Non-post requirements amounting to $301,600 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Component 2
Information and communications technology

Table 139
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by implementing the harmonized ICT programmes in New York.

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Consolidation of infrastructure and decrease of data centre footprint in New York	(i) Consolidation of infrastructure as a consequence of application consolidation and migration to the Office 365 suite of products	Target	50			
		Estimate				
		Actual				
	[percentage]					

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018	2019	2016	2017	2014	2015	2012	2013
	(iii) Migration of secondary technology centre to hybrid enterprise data centre and decommissioning of secondary technology centre	Target	100							
		Estimate								
		Actual								
(b) Upgrade of core and distribution network for Headquarters	Increased availability of network at Headquarters [percentage]	Target	99.8							
		Estimate								
		Actual								
(c) Improved capability of the Secretariat to provide desktop support in New York resulting in faster resolution of incidents and increased customer satisfaction	Increased percentage of overall user satisfaction rating [percentage]	Target	75							
		Estimate								
		Actual								
(d) Upgrade of physical security software CCURE to the latest version	Increased resilience and better support of the physical security software; project implemented on time [percentage]	Target	100							
		Estimate								
		Actual								
(e) Wide-scale provision of technology to the Secretariat, permanent missions and delegations in New York allowing for the use of a single sign-on or digital identification card for multiple authentication and identification purposes, including participation and identification in meetings, either in person or virtually, and accessing searchable audio and visual recordings of meetings	(i) Increased use of digital identification for authentication and rights purposes, including access control to digital recordings, identification and titles for digital signage purposes with respect to meetings, and participant authentication when seeking to participate in meetings virtually by videoconference or other means [percentage]	Target	10	100						
		Estimate		0						
		Actual								
	(ii) Increase in standardized staffing responsibilities, electronic meetings governance practice, digital recording dissemination and access control, harmonized by a single digital mechanism technology in New York [percentage]	Target	100	100						
		Estimate		50						
		Actual								
(f) Effective support for meetings, including virtual meetings and events, at the United Nations in New York, including automation and self-operation modes as appropriate	Increased technological standards, governance mechanisms and standard operating procedures implemented in New York; integrated identification card is adopted allowing for the use of a single card across multiple platforms, including access and rights control, delegate nameplate and media assets management technology [percentage]	Target	80	100						
		Estimate		50						
		Actual								

External factors

463. The ICT services in New York are expected to achieve the objective and expected accomplishments, on the assumption that vendors and suppliers will deliver goods and services on time and that Member States will provide the required resources for the delivery of ICT services.

Outputs

464. In 2019, the outputs set out in table 140 will be delivered.

Table 140
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Information and communications technology	
1. ICT support to all permanent missions to the United Nations based in New York	1
2. Updating and maintenance of ICT services conforming with internal policies and industry standards	1
3. Maintenance of telecommunications infrastructure connecting United Nations Headquarters with offices away from Headquarters and peacekeeping missions	1
4. Maintenance of telephone service for 10,000 telephones connecting to a centralized call manager	1
5. Provision of global secure voice and message communication plans among all United Nations offices	1
6. Provision of cellular telephony service	1
7. Updating and maintenance of central software distribution tool, allowing automatic updates of user workstations	
Broadcast and conference support	1
8. Technical support for meetings of the intergovernmental and expert bodies	
9. Establishment of standard technologies and methodologies for the harmonization of functions	

465. The distribution of resources for component 2 is reflected in table 141.

Table 141
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	3 893.5	44
Non-post	7 888.9	–
Subtotal	**11 782.4**	**44**
Other assessed	275.4	2
Extrabudgetary	752.7	9
Total	**12 810.5**	**55**

Table 142
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	–	–	–

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
D-1	–	–	–	–
P-5	2	–	–	2
P-4	3	–	–	3
P-3	5	–	–	5
P-2/1	–	–	–	–
Subtotal	**10**	–	–	**10**
General Service				
Principal level	7	1	2	10
Other level	27	1	7	35
Subtotal	**34**	**2**	**9**	**45**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**44**	**2**	**9**	**55**

466. Post requirements of $3,893,500 will provide for 44 posts as detailed in tables 141 and 142.

467. The Headquarters Information and Communications Technology Support Section will comprise 44 posts (2 P-5, 3 P-4, 5 P-3, 7 General Service (Principal level) and 27 General Service (Other level)) funded from the programme budget, which were previously approved by the General Assembly in the Office of Information and Communications Technology of the Department of Management. Those 44 posts will carry out functions similar to those for which they were approved.

468. Non-post requirements amounting to $7,888,900 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Component 3
Facilities and commercial activities

Table 143
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to office facilities, assets management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Efficient and effective management, maintenance and operation of Headquarters facilities	Increased proportion of services provided in accordance with established turnaround time at Headquarters	Target	75	75	70	65
		Estimate		75	70	65
		Actual			74	65

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018–2019	2016–2017	2014–2015	2012–2013
(b) Improved efficiency and accountability through long-term management and accessibility of authentic digital business records, archives and information	Increased percentage of information systems that meet digital record-keeping standards	Target	33			
		Estimate				
		Actual				

External factors

469. The objectives and expected accomplishments are expected to be achieved on the assumption that market conditions have a positive impact on the provision of facilities management services.

Outputs

470. In 2019, the outputs set out in table 144 will be delivered.

Table 144
Categories of outputs and final outputs

Outputs	Quantity
Administrative support services (regular budget, other assessed and extrabudgetary)	
Facilities and Commercial Activities Service	
Expert advice to various offices and departments across the United Nations Secretariat on:	
1. Support for Umoja-related issues	10
2. Help desk and support for automation for facility management services, including building maintenance, space planning, furniture, moving and electrical modification services and conference room bookings (number of service requests)	18 500
Planning and design services	
3. Implementation of projects and servicing of work orders related to the design, construction and supervision of alterations, improvements and major maintenance for office space, common service areas, residence of the Secretary-General as well as other special projects	100
4. Implementation of capital projects at United Nations Headquarters	16
5. Servicing of work orders for furniture, moving and electrical works	200
Office space planning and space management services	
6. Office planning and space management of premises owned and leased by United Nations Headquarters (square feet)	1 835 000
7. Servicing of requests for spaces in order to meet the changing needs of the Organization	200
8. Management of space per person, including office and common areas (square feet per person)	165
Plant engineering services	
9. Maintenance of premises at United Nations Headquarters in New York, including owned and leased (square feet)	3 670 000
10. Servicing of requests for cleaning and custodial services, carpentry, carpeting, electrical services, heating, ventilation, air conditioning and plumbing services and miscellaneous other building maintenance services	13 500
11. Servicing of requests for the organization of special, major and other events	600
12. Servicing of equipment that requires maintenance at United Nations Headquarters (number of items of equipment)	21 400
13. Servicing of preventive maintenance work orders	13 500

Outputs	*Quantities*
Other services	
14. Information and reception services to visitors, delegates and staff at the General Assembly lobby information desk (number of persons)	40 000
15. Information services to delegates, staff and the public by telephone (number of requests)	22 500
Transportation services	
16. Review of drivers' efficiency and maximum fleet performance using electronic monitoring, including compliance for road safety	1
17. Administration of the operational needs of the new loading dock and warehouse to ensure that procedures and workflows are efficient and cost-effective	1
18. Administration of transactions for supplies and materials stored in the central warehouse	325
19. Review of external contractors' databases for compatibility and compliance with all policy and procedures, including across the United Nations enterprise resource planning system	1
20. Processing of purchase orders for office supplies on behalf of various departments	1 800
Travel services	
21. Negotiation of global and regional agreements with airlines (number of agreements)	21
22. Tracking of all tickets issued for United Nations travellers to ensure the most economical airfares	1
23. Approval of authorization for travel	30 250
24. Annual review of the hybrid travel agency platform	1
25. Training sessions for the United Nations contracted travel agency on processes and best business practices for travellers	4
26. Management of the new security-enhanced electronic United Nations laissez-passer programme	1
27. Meetings/communications exchanges with Member States and international organizations regarding United Nations travel documents	2
28. Servicing of requests for United Nations travel documents and visas (number of United Nations laissez-passers, family certificates, travel certificates, United States of America and non-United States visa requests)	37 500
29. Annual review of the impact of the Umoja travel solution at United Nations Headquarters and other duty stations	1
30. Processing of requests for support for Umoja system-related issues, including defects and other technical matters as well as accommodation of enhancements (number of tickets)	1 500
31. Communication, including outreach activities and broadcast messages, on travel support	31
Mail operations services	
32. Servicing of Security Council meetings and consultations	405
33. Provision of messenger services (number of mail pickups and deliveries)	1 185 033
34. Servicing of postal and courier mail	3 812 336
35. Servicing of diplomatic pouch shipments (bags)	18 358
36. Barcode and tracking system for United Nations agencies located in New York and at offices away from Headquarters	2
Archives and Records Management Section	
37. Comprehensive on-site analyses and/or assessments on digital record-keeping issues for all offices and departments, excluding special political missions	12
38. Briefings and/or demonstrations on digital record-keeping issues to all offices and departments and the special political missions	10
39. Advice on services, on-site analyses and/or assessments on digital record-keeping issues to special political missions	5
40. Advice to ICT service providers on digital records management and preservation	35

471. The distribution of resources for component 3 is reflected in table 145.

Table 145
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimate 2018–2019	
	Financial resources	Posts
Regular budget		
Post	20 423.0	235
Non-post	50 869.3	
Subtotal	**71 292.3**	**235**
Other assessed	11 741.0	8
Extrabudgetary	28 582.2	20
Total	**111 615.5**	**263**

Table 146
Post resources: proposed structure

Category	Regular budget	Other assessed	Extrabudgetary	Total
Professional and higher				
USG	–	–		
ASG		–		
D-2	–	–		
D-1	1	–	–	1
P-5	3	–		3
P-4	5	1		6
P-3	5	1	–	6
P-2/1	4	2	1	7
Subtotal	**18**	**4**	**1**	**23**
General Service				
Principal level	8	–	1	9
Other level	114	4	15	133
Subtotal	**122**	**4**	**16**	**142**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	95	–	3	98
Subtotal	**95**	**–**	**3**	**98**
Total	**235**	**8**	**20**	**263**

472. Post requirements of $20,423,000 will provide for 235 posts as detailed in tables 145 and 146.

473. Of the 235 posts funded from the programme budget, 222 posts (1 D-1, 3 P-5, 4 P-4, 4 P-3, 4 P-2, 7 General Service (Principal level), 104 General Service (Other level) and 95 Trades and Crafts) were previously approved by the General Assembly in the Facilities and Commercial Services Division of the Office of Central Support Services of the Department of Management, and 13 posts (1 P-4, 1 P-3, 1 General Service (Principal Level) and 10 General Service (Other Level)) were previously approved in the Archives and Management Section of the Office of Central Support Services of the Department of Management. Those 235 posts will carry out functions similar to those for which they were approved.

474. Non-post requirements amounting to $50,869,300 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

C. Office of Information and Communications Technology

475. The distribution of resources by component is reflected in table 147.

Table 147
Financial resources by component

(Thousands of United States dollars)

	2018 resources
Regular budget	
(a) Executive direction and management	2 751.2
(b) Programme of work	
Subprogramme 5, Information and communications technology policy, strategy and governance	10 840.8
Subprogramme 6, Information and communications technology operations	7 004.5
Subprogramme 7, Enterprise solutions	14 954.0
Subtotal	**35 550.5**
Other assessed	8 463.8
Extrabudgetary	35 484.1
Total	**79 498.4**

(a) Executive direction and management

Table 148
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial work

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Programme of work is effectively managed	(i) Increased support to strategic enterprise information and communications technology initiatives	Target	100	100	100	
		Estimate		100	100	
		Actual			100	
	[percentage]					

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures				
			2020	2019	2018	2017	2016
	(iii) Implement periodic reviews of information and communications technology resource management standards, security, architecture policies and guidance by the Chief Information Technology Officer [percentage]	Target	100				
		Estimate					
		Actual					
(b) Increased timeliness of submission of documentation	Increased percentage of pre-session documents submitted in accordance with the established deadline	Target	100				
		Estimate					
		Actual					
(c) Enhanced policy coherence in the management of the information and communications technology activities of the United Nations and the United Nations Common System	Increased number of common policies, contracts, shared services and technology standards agreed in collaboration with other United Nations Common System organizations through forums such as those established through the United Nations Chief Executives Board for Coordination	Target	5	15	15		
		Estimate		15	15	10	
		Actual			15	10	
(d) Efficiencies achieved in travel costs of the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100				
		Estimate					
		Actual					

External factors

476. It is expected that the objective and expected accomplishments will be achieved, on the assumption that vendors and suppliers will deliver goods and services on time and that Member States will provide the required political and resource support.

Outputs

477. In 2019, the outputs set out in table 149 will be delivered.

Table 149
Categories of outputs and final outputs

Output	Quantity
Servicing of intergovernmental and expert bodies (regular budget)	
Substantive servicing of meetings	
1 Representation of the Secretary-General at meetings of United Nations intergovernmental bodies held in New York on various ICT issues	2
Parliamentary documentation	
2 Report of the Secretary-General on the status of implementation of the ICT strategy of the United Nations	1
Other substantive activities (regular budget)	
Booklets, pamphlets, fact sheets, wall charts, information kits	
3 Global ICT communications including official memorandums, global ICT activities and announcements, ICT newsletters and the blog of the Chief Information Technology Officer	48

Outputs	Quantity
Administrative support services (regular budget)	
Overall management	
4 Development and maintenance of an ICT enterprise agreements repository for the global Secretariat	1
5 Development of a monthly inventory of existing technology-related contracts	12
6 Update of benchmarks and deliverables to measure the performance of ICT projects	1
7 Global oversight of resources	1
8 Secretariat-wide risk management for ICT activities	1
9 Project management report on global ICT projects	1

Table 150
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimate 2018–2019	
	Financial resources	Posts
Regular budget		
Post	1 847.8	16
Non-post	903.4	–
Subtotal	**2 751.2**	**16**
Other assessed	–	–
Extrabudgetary	–	1
Total	**2 751.2**	**17**

Table 151
Post resources: proposed structure

Category	Regular budget	Other assessed	Extrabudgetary	Total
Professional and higher				
USG	–	–	–	–
ASG	1	–	–	1
D-2	–	–	–	–
D-1	–	–	–	–
P-5	1	–	–	1
P-4	1	–	–	1
P-3	1	–	–	1
P-2/1	–	–	–	–
Subtotal	**4**	–	–	**4**
General Service				
Principal level	3	–	–	3
Other level	9	–	1	10
Subtotal	**12**	–	**1**	**13**

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**16**	–	**1**	**17**

478. Post requirements of $1,847,800 will provide for 16 posts as detailed in tables 150 and 151.

479. The 16 posts funded from the programme budget (1 Assistant Secretary-General, 1 P-5, 1 P-4, 1 P-3, 3 General Service (Principal level) and 9 General Service (Other level)) were previously approved by the General Assembly in the Office of the Assistant Secretary General, Chief Information Technology Officer, and for enterprise project management and will carry out functions similar to those for which they were approved.

480. Non-post requirements amounting to $903,400 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

(b) Programme of work

Subprogramme 5
Information and communications technology policy, strategy and governance

Component 1
Alignment of technology with the core work of the United Nations

Table 152
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure that the technology programmes of the United Nations and the implementation of all elements of the ICT strategy enable the work of the United Nations

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Effective ICT programmes, services and infrastructure that facilitate the work of the United Nations	Increased number of technology strategies that are aligned with the United Nations ICT and business strategies [percentage]	Target	100	100		
		Estimate		100	50	
		Actual			50	
(b) Effective ICT services that facilitate the work of the Member States	Increased satisfaction of Member States with ICT services and solutions [percentage]	Target	100	100		
		Estimate		100	50	
		Actual			50	
(c) Technology services, infrastructure and systems that are aligned with standards and architecture to minimize information security-related risks to the Organization	Increased coherence of technology management structures inclusive of all offices, departments, economic commissions, tribunals and field missions of the United Nations [percentage]	Target	100	100		
		Estimate		100	50	
		Actual			50	

Outputs

481. In 2019, the outputs set out in table 153 will be delivered.

Table 153
Categories of outputs and final outputs

Outputs	*Quantity*
Administrative support services (regular budget)	
Central support services	
Information technology services	
1. Quarterly report to ICT governance bodies on ICT services and solutions	4
2. Quarterly progress report to ICT governance bodies on the status of implementation of the ICT strategy	4
3. Formulation, updates, ratification and institutionalization of ICT policies	4
4. ICT workplan to support the core work of the United Nations	1

Component 2
Analytics and business intelligence

Table 154
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: Improved data-driven decision-making and more effective resource and programme management with strengthened accountability by leveraging information relating to administrative and substantive areas

			Performance measures					
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018*	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
Enhanced access to and integrity of information that supports informed decision-making for the United Nations by delivering the technical components of analytics and business intelligence through the ICT service delivery framework	(i) Establishment of software systems and platforms based on standards for analytics, business intelligence and data [percentage]	Target	100	100						
		Estimate				100				
		Actual								
	(ii) Reduction in the use of non-standard analytics and business intelligence software to ensure the optimization of resources, achieve economies of scale and improve collaboration across the Secretariat and across the United Nations system [percentage]	Target	25	25						
		Estimate				25				
		Actual								

Outputs

482. In 2019, the outputs set out in table 155 will be delivered.

Table 155
Categories of outputs and final outputs

Output	Quantity
Administrative support services (regular budget)	
Central support services	
Information technology services	
1 Update and maintenance of Secretariat-wide applicable standards for analytics and business intelligence requirements	2
2 Update and maintenance of documentation of data sources across the Secretariat	1
3 Development and maintenance of business intelligence platforms in support of United Nations decision-making	1

Component 3
Archiving and records management

Table 156
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to archives and records management activities

			Performance measure					
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2016–2017*	*2018–2019*	*2020–2021*	*2022–2023*	*2024–2025*	*2026–2027*
Improved efficiency and accountability through long-term management of and accessibility to authentic digital business records, archives and information	Increased percentage of information systems that meet digital record-keeping standards	Target		33				
		Estimate						
		Actual						

Outputs

483. In 2019, the outputs set out in table 157 will be delivered.

Table 157
Categories of outputs and final outputs

Output	Quantity
Administrative support services (regular budget/extrabudgetary)	
Archives and Records Management Section	
1 Policies and/or white papers on digital record-keeping issues	2
2 Comprehensive on-site analyses and/or assessments on digital record-keeping issues for all offices and departments, excluding special political missions	6
3 Briefings and/or demonstrations on digital record-keeping issues to all offices and departments and the special political missions	5
4 Expert advice on services, on-site analyses and/or assessments on digital record-keeping issues to special political missions	3
5 Expert advice to ICT service providers on digital records management and preservation	17

Component 4
Strengthening information security

Table 158
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure information security by reducing the level of risk to the image, resources, data, operations and safety and security of the personnel and assets of the United Nations

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Strengthened information security controls and processes across the Secretariat and field missions	(i) Increased number of security updates deployed [percentage]	Target	80	75		
		Estimate		75		
		Actual				
	(ii) Increased percentage of secure workstation configurations deployed across the Secretariat	Target	95	90		
		Estimate		90		
		Actual				
	(iii) Increased percentage of capability to effectively monitor ICT assets and data and attempted intrusions and policy violations	Target	35	25		
		Estimate		25		
		Actual				
	(iv) Increased percentage of processes to review and validate security controls for enterprise applications and improved websites	Target	50	50		
		Estimate		50		
		Actual				
	(v) Increased percentage of deployment and upgrading of security infrastructure components to prevent, detect and respond to cyberattacks	Target	75	75		
		Estimate		75		
		Actual				
(b) Improved disaster recovery capacity for critical applications	Increased number of disaster recovery mechanisms, procedures and plans that are documented and tested for all critical enterprise applications and systems [percentage]	Target	80	70		
		Estimate		70		
		Actual				
(c) Enhanced Secretariat-wide accountability and management of information security, with the Chief Information Technology Officer as the central authority	Established information security governance framework to institute effective and accountable information security management throughout the Secretariat, with the Chief Information Technology Officer as the central authority [percentage]	Target	100	100		
		Estimate		100		
		Actual				

Outputs

484. In 2019, the outputs set out in table 159 will be delivered.

Table 159
Categories of outputs and final outputs

Outputs	*Quantity*
Administrative support services (regular budget/extrabudgetary)	
Central support services	
Information technology services	
1. Disaster recovery plan report for critical systems	1
2. Establishment of a common platform for systems registration	1
3. Monitoring of enterprise applications in compliance with security architecture and standards (number of applications)	7
4. Review report on standards and architecture of the ICT systems	1
5. Secure configuration of equipment and infrastructure	1
6. Creation and maintenance of an information security framework	1
7. Creation and maintenance of an enterprise architecture framework	1

485. The distribution of resources for subprogramme 5 is reflected in table 160.

Table 160
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	5 633.4	35
Non-post	5 207.4	–
Subtotal	**10 840.8**	**35**
Other assessed	309.6	4
Extrabudgetary	–	–
Total	**11 150.4**	**39**

Table 161
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	1	–	–	1
D-1	1	–	–	1
P-5	5	–	–	5
P-4	9	1	–	10
P-3	6	2	–	8

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
P-2/1	1	1	–	2
Subtotal	**23**	**4**	**–**	**27**
General Service				
Principal level	1	–	–	1
Other level	11	–	–	11
Subtotal	**12**	**–**	**–**	**12**
Other	–	–	–	–
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	**–**	**–**	**–**	**–**
Total	**35**	**4**	**–**	**39**

486. Post requirements of $5,633,400 will provide for 35 posts as detailed in tables 160 and 161.

487. Of the 35 posts funded from the programme budget, 31 posts (1 D-2, 1 D-1, 4 P-5, 8 P-4, 5 P-3, 1 P-2, 1 General Service (Principal level) and 10 General Service (Other level)) were previously approved by the General Assembly in the Office of Information and Communications Technology, and 4 posts (1 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level)) were approved in the Archives and Records Management Section of the Office of Central Support Services for information management functions. The 35 posts will carry out functions similar to those for which they were approved.

488. Non-post requirements amounting to $6,916,500 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Subprogramme 6
Information and communications technology operations

Component 1
Enterprise hosting

Table 162
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To enable the implementation of the mandate of the United Nations globally by ensuring a secure, coherent and resilient information technology application hosting and infrastructure landscape

			Performance measures					
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*		
(a) Consolidation of hybrid enterprise applications	(i) Existing enterprise applications transferred from New York to the enterprise data centres [percentage]	Target	100	100				
		Estimate		100	50			
		Actual			40			

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
	(iii) Existing applications that are considered enterprise-related in Secretariat entities transferred to the hybrid enterprise data centres [percentage]	Target	25	25		
		Estimate		25		
		Actual				
(b) Harmonization of dispersed data centres into hybrid enterprise data centres and migration from physical to virtual infrastructure	Reduction in the overall number of physical servers [percentage]	Target	10	40		
		Estimate		40		
		Actual				

External factors

489. The objective and expected accomplishments are expected to be achieved on the assumption that management reform proposed will be approved by Member States and will be implemented according to the established timeline.

Outputs

490. In 2019, the outputs set out in table 163 will be delivered.

Table 163
Categories of outputs and final outputs

Outputs	*Quantity*
Administrative support services (regular budget/extrabudgetary)	
Central support services	
Information technology services:	
1. Harmonization of dispersed server rooms and data centres into regional and enterprise data centres	5
2. Migration of physical servers to virtual servers	40
3. Consolidation and transfer of enterprise applications to the enterprise data centre in Valencia	7

Component 2
Enterprise service desk

Table 164
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve the capability of the United Nations Secretariat to perform its substantive and functional activities by ensuring availability, effective maintenance and support of the enterprise ICT systems and by providing a modern, secure and supportable landscape throughout the United Nations Secretariat.

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
(a) Improved capability of the Secretariat to provide around-the-clock global support for enterprise applications resulting in faster resolution of incidents and increased customer satisfaction	(i) Increased number of enterprise applications supported by the enterprise support centres [percentage]	Target	90	15		
		Estimate		15	10	
		Actual			10	
	(ii) Around-the-clock support provided by the enterprise support centres [percentage]	Target	90	75		
		Estimate		75	70	
		Actual			70	

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018–2019	2016–2017	2014–2015	2012–2013
	(iii) Increased percentage of overall user satisfaction rating	Target	76	75		
		Estimate		75	70	
		Actual			70	
(b) Harmonized and streamlined service desk procedures, processes and technology platform across the Secretariat	Reduction in the number of help desks throughout the Secretariat supporting regional and enterprise ICT systems; local ICT systems and end user computing equipment shall be supported by local service desks [percentage]	Target	10 for the Secretariat	50 for the Secretariat		
		Estimate		10 for the Secretariat	10 for the Department of Management	
		Actual			100	

Outputs

491. In 2019, the outputs set out in table 165 will be delivered.

Table 165
Categories of outputs and final outputs

Outputs	Quantity
Administrative support services (regular budget/extrabudgetary)	
Central support services	
Information technology services:	
1. Updating and maintenance of infrastructure for software applications at Headquarters and the enterprise data centres in Brindisi and Valencia	1
2. Updating and maintenance of infrastructure for departmental applications at Headquarters and the enterprise data centres in Brindisi and Valencia	1
3. Incident management services for enterprise applications through the global enterprise service desk	1

Component 3
Operations support

Table 166
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve implementation of United Nations peacekeeping, special political missions, other field Secretariat entities, United Nations Headquarters in New York, offices away from Headquarters and regional commissions mandates through rapid, effective and efficient logistics and support services

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018–2019	2016–2017	2014–2015	2012–2013
(a) Timely completion of the planning, rapid deployment and establishment of field missions in response to Security Council mandates	Development of full ICT capabilities, including secure voice, data and video services, within 20 hours of arrival of equipment and personnel	Target	20	20	20	20
		Estimate		20	20	20
		Actual			20	20

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(b) Increased efficiency and effectiveness of peacekeeping operations, special political missions, other field entities, United Nations Headquarters in New York, offices away from Headquarters and regional commissions supported by the Department of Operational Support	(i) All clients of the Department of Operational Support have access 365 days a year to valid systems contracts with sufficient not-to-exceed amounts	Target	365	365	365	365
		Estimate		365	365	365
		Actual			365	365
	(ii) Wide area networks function 99.8 per cent of the time	Target	99.8	99.8	99.8	99.8
		Estimate		99.8	99.8	99.8
		Actual			99.8	99.8

External factors

492. It is expected that the objective and expected accomplishments will be achieved, on the assumption that vendors and suppliers will deliver goods and services on time and that Member States will provide the required political and resource support.

Outputs

493. In 2019, the outputs set out in table 167 will be delivered.

Table 167
Categories of outputs and final outputs

Outputs	*Quantity*
Administrative support services (regular budget and other assessed resources)	
1. Update and maintenance of tools, procedures and information-sharing forums for peacekeeping field missions to enhance the capability of missions to meet their requirements for equipment, commodities and services	1
2. Administration and management of ICT-related contracts	1

494. The distribution of resources for subprogramme 6 is reflected in table 168.

Table 168
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	*Posts*
Regular budget		
Post	2 450.5	21
Non-post	4 554.0	–
Subtotal	**7 004.5**	**21**
Other assessed	4 826.3	27
Extrabudgetary	35 484.1	3
Total	**47 314.9**	**51**

Table 169
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	1	–	1
D-1	2	1	–	3
P-5	1	2	–	3
P-4	3	7	2	12
P-3	8	6	1	15
P-2/1	2	–	–	2
Subtotal	**16**	**17**	**3**	**36**
General Service				
Principal level	1	4	–	5
Other level	4	6	–	10
Subtotal	**5**	**10**	**–**	**15**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	–	–	–	–
Trades and Crafts	–	–	–	–
Subtotal	–	–	–	–
Total	**21**	**27**	**3**	**51**

495. Post requirements of $2,450,400 will provide for 21 posts as detailed in tables 168 and 169.

496. The 21 posts funded from the programme budget will comprise 12 posts (2 D-1, 2 P-4, 4 P-3, 1 General Service (Principal level) and 3 General Service (Other level)) previously approved by the General Assembly in the Global Operations Division of the Office of Information and Communications Technology, 1 post (P-4) approved in the Enterprise Application Centre and 8 posts (1 P-5, 4 P-3, 2 P-2 and 1 General Service (Other level)) approved in the Information and Communications Technology Division of the Department of Field Support. Those 21 posts will carry out functions similar to those for which they were approved.

497. Non-post requirements amounting to $4,554,000 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

Subprogramme 7
Enterprise solutions

Component 1
Application and website development and support

Table 170
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To develop and implement application and website management strategies to provide enterprise-wide solutions, supported virtually, in compliance with applicable guidelines for security, branding, multilingualism and accessibility

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
(a) Enterprise applications that meet business requirements, thereby reducing the need for local solutions, resulting in a decreased information security risk	Increased number of common applications and services made available through enterprise applications centres	Target	12	46	39	9
		Estimate		46	42	37
		Actual			39	37
(b) Harmonized technology landscape and reduced fragmentation by lessening the number of applications and websites throughout the United Nations, resulting in decreased ICT maintenance costs and a uniform web presence for the United Nations Secretariat meeting all Department of Public Information guidelines	(i) Reduction of websites globally	Target	50	150		
		Estimate		150		
		Actual				
	(ii) Reduction of applications globally	Target	300	250		
		Estimate		250		
		Actual				
(c) Increased compliance with technology standards, guidelines and methodologies, as well as with ICT policies and enterprise architecture, through the service delivery framework, resulting in a service delivery model for ICT applications and websites which addresses security, branding, multilingualism and accessibility requirements	Increased number of enterprise solutions complying with technology standards, guidelines and methodologies [percentage]	Target	100	100		
		Estimate		100		
		Actual				
(d) Improved human resources information systems resulting in less staff time required for processing all human resources functions	All Inspira modules, including recruitment, performance management, learning and mobility, are stabilized and updated through regular enhancements and maintenance [number of releases]	Target	6	6		
		Estimate		6	24	
		Actual			24	36
(e) Improved tools to provide members of the United Nations security management system with relevant security information	(i) Number of core crisis information management systems to support the United Nations security management system	Target	3			
		Estimate				
		Actual				
	(ii) Number of satellite systems to support the core crisis information management systems	Target	9			
		Estimate				
		Actual				
	(iii) Number of information portals for the United Nations security management system	Target	5			
		Estimate				
		Actual				

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018–2019	2016–2017	2014–2015	2012–2013
(f) Coordinated management of the enterprise data model	Number of functional areas with data structures with updated and published documentation	Target	1			
		Estimate				
		Actual				

Outputs

498. In 2019, the outputs set out in table 171 will be delivered.

Table 171
Categories of outputs and final outputs

Outputs	Quantity
Administrative support services (regular budget/extrabudgetary)	
Central support services	
Information technology services:	
1. Monitoring of compliance of databases with the enterprise application architecture road map (number of databases)	100
2. Provision of information technology support of enterprise applications (number of applications)	70
3. Establishment of data interfaces between legacy systems and Umoja through the Umoja governance application programming interface	40
4. Migration of Lotus Notes applications to enterprise systems and common solutions	200
5. Expansion of the common service management system	1
6. Maintenance of the central reporting system and facilitating optimal access to data	1
7. Development of resource management solutions common to Headquarters and field missions, namely, customer relationship management enterprise applications	1
8. Provision of information management solutions to security personnel in the United Nations security management system	1
9. Development of enterprise applications supporting the Secretariat	12
10. Discontinuation of Secretariat-wide applications made redundant by Umoja	10

Component 2
Mainstreaming Umoja

Table 172
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To promote sustainable organizational change by ensuring the ongoing viability of the Organization's major change management initiative and ensure that the transformational Umoja initiative is sustained through mainstreaming into established technology capacity

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018–2019	2016–2017	2014–2015	2012–2013
(a) Validation of the level of resources required to support Umoja in the mainstreaming phase	Documented requirements for successful Umoja mainstreaming, validated by the ICT governance bodies covering technical, financial and human resources areas [percentage]	Target	100	100		
		Estimate		100	100	
		Actual			100	

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018–2019	2016–2017	2014–2015	2012–2013
(b) Effective operation and ongoing support of the Umoja application through a phased approach to mainstream into the Office of Information and Communications Technology	(i) Successful implementation of the approved phase 1 plan to mainstream Umoja [percentage]	Target	100	100		
		Estimate		100	100	
		Actual			75	
	(ii) Successful implementation of the approved phase 2 plan to mainstream Umoja [percentage]	Target	100	100		
		Estimate		100		
		Actual				

Outputs

499. In 2019, the outputs set out in table 173 will be delivered.

Table 173
Categories of outputs and final outputs

Outputs	Quantity
Administrative support services (regular budget)	
Overall management	
1. Status reports and schedules of the Umoja projects	9
2. Assessment report on the level of effort required to support Umoja	1

500. The distribution of resources for subprogramme 7 is reflected in table 174.

Table 174
Resource requirements, 2019

(Thousands of United States dollars)

	Revised estimates 2018–2019	
	Financial resources	Posts
Regular budget		
Post	7 146.3	56
Non-post	7 807.7	
Subtotal	**14 954.0**	**56**
Other assessed	3 327.9	20
Extrabudgetary	—	1
Total	**18 281.9**	**77**

Table 175
Post resources: proposed structure

Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Total*
Professional and higher				
USG	–	–	–	–
ASG	–	–	–	–
D-2	–	–	–	–
D-1	2	–	–	2
P-5	6	–	–	6
P-4	8	5	–	13
P-3	16	3	–	19
P-2/1	9	2	–	11
Subtotal	**41**	**10**	**–**	**51**
General Service				
Principal level	3	–	–	3
Other level	11	10	1	22
Subtotal	**14**	**10**	**1**	**25**
Other				
Field Service	–	–	–	–
National Professional Officer	–	–	–	–
Local level	1	–	–	1
Trades and Crafts	–	–	–	–
Subtotal	**1**	**–**	**–**	**1**
Total	**56**	**20**	**1**	**77**

501. Post requirements of $7,146,300 will provide for 56 posts as detailed in tables 174 and 175.

502. The 56 posts funded from the programme budget were previously approved by the General Assembly in the Office of Information and Communications Technology and will carry out functions similar to those for which they were approved.

503. Non-post requirements amounting to $7,807,700 will provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials, and furniture and equipment.

XI. Actions to be taken by the General Assembly

504. **The overall resource requirements arising under the regular budget as a result of the implementation of the proposed restructuring are proposed to be met entirely through the realignment of resources previously approved by the General Assembly. No additional resources are therefore being sought under the programme budget for the biennium 2018–2019.**

505. **On this basis, the General Assembly is requested to take the following actions, to take effect on 1 January 2019:**

(a) Approve the proposed reorganization of the current Department of Management and Department of Field Support into the proposed new Department of Management Strategy, Policy and Compliance and Department of Operational Support, as detailed in the present report;

(b) Approve the proposed new subsections 29A to 29D of section 29, Management and support services, of the programme budget for the biennium 2018–2019, as presented in table 1 of the present report;

(c) Approve the related redistribution of posts and non-post resources, including the redeployments and reassignments of posts, from the current Department of Management and Department of Field Support into the new Department of Management Strategy, Policy and Compliance and Department of Operational Support, as well as the abolishment of one post (Trades and Crafts);

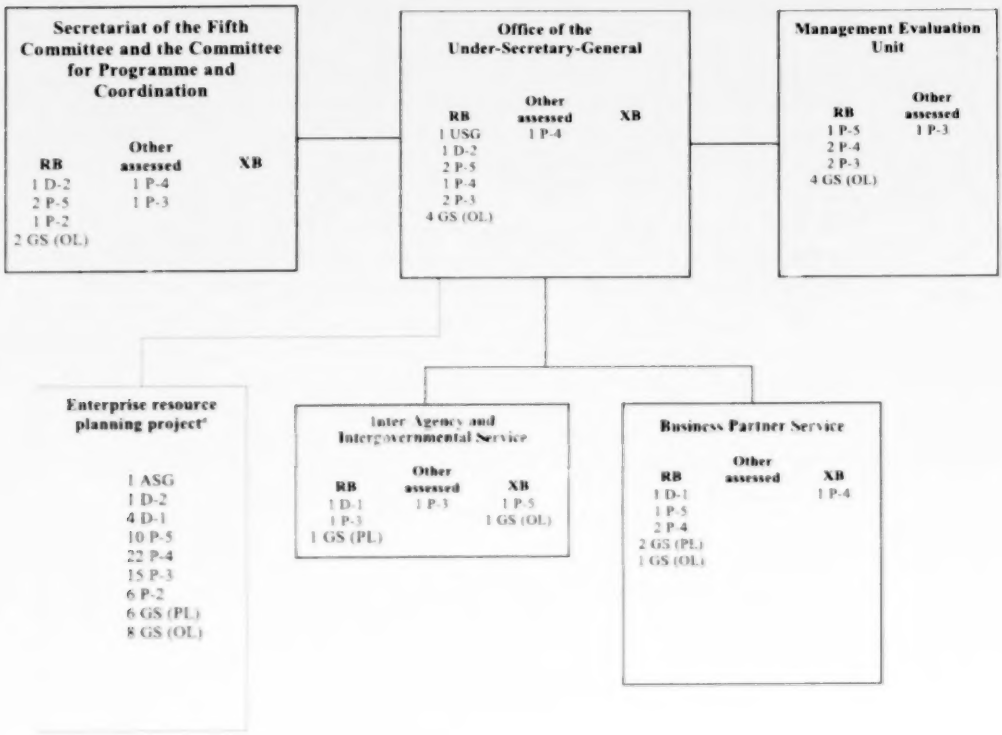
(d) Take note of the reduced requirements under post resources for the biennium 2018–2019, in the estimated amount of $510,100, which will be reported in the context of the first performance report for the biennium;

(e) Approve, in the context of the proposed budget for the support account for peacekeeping operations for the 2018/19 period, the related redistribution of post and non-post resources, including the redeployments and reassignments of posts, from the current Department of Management and Department of Field Support into the new Department of Management Strategy, Policy and Compliance and Department of Operational Support.

Annex I

Organizational structure and post distribution for 2019

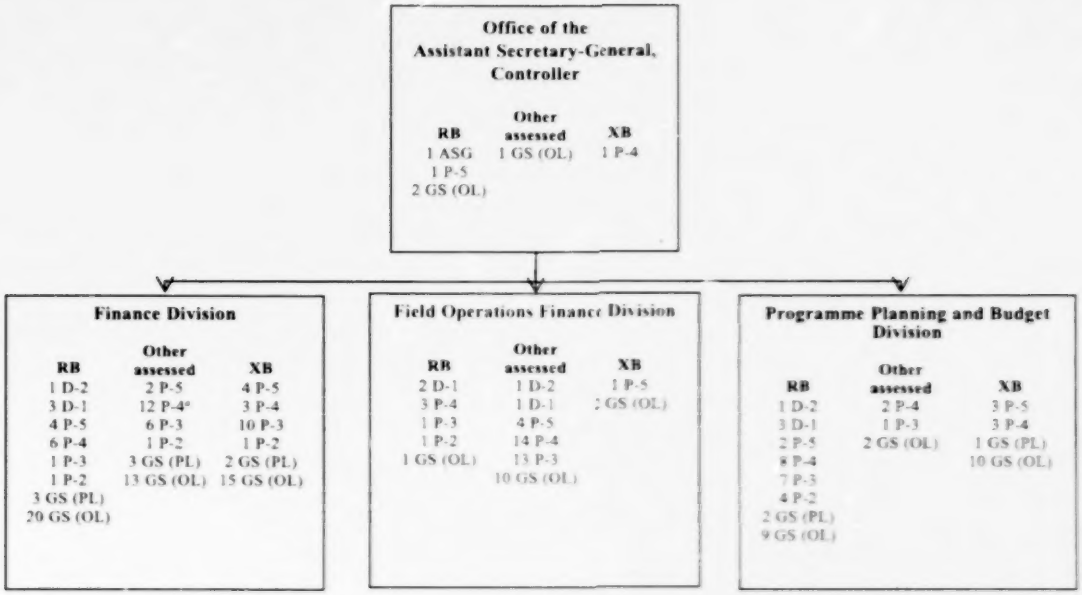
Office of the Under-Secretary-General for Management Strategy, Policy and Compliance



Note: The following abbreviations are used in the charts: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; TC, Trades and Crafts; USG, Under-Secretary-General; XB, extrabudgetary.

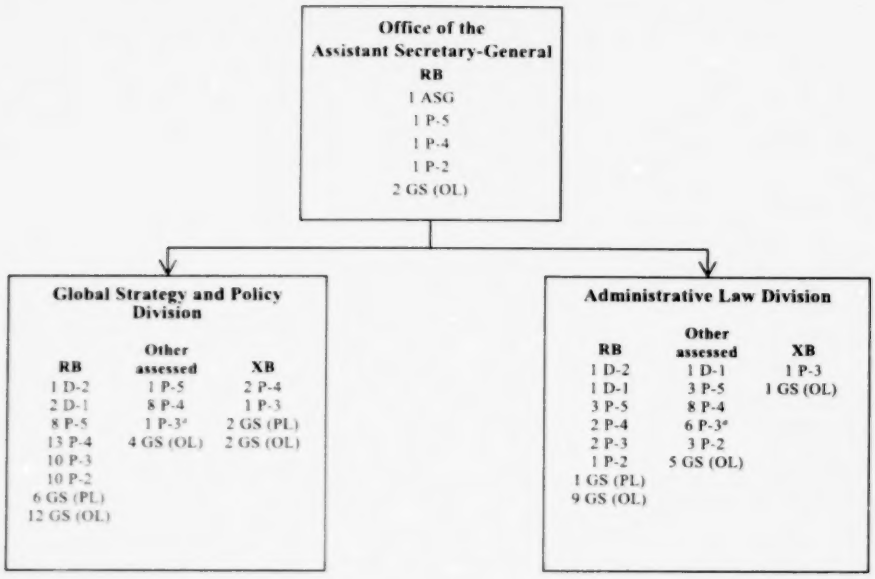
[a] Temporary posts funded jointly from the regular budget, peacekeeping support account and extrabudgetary resources.

Office of Finance and [illegible]



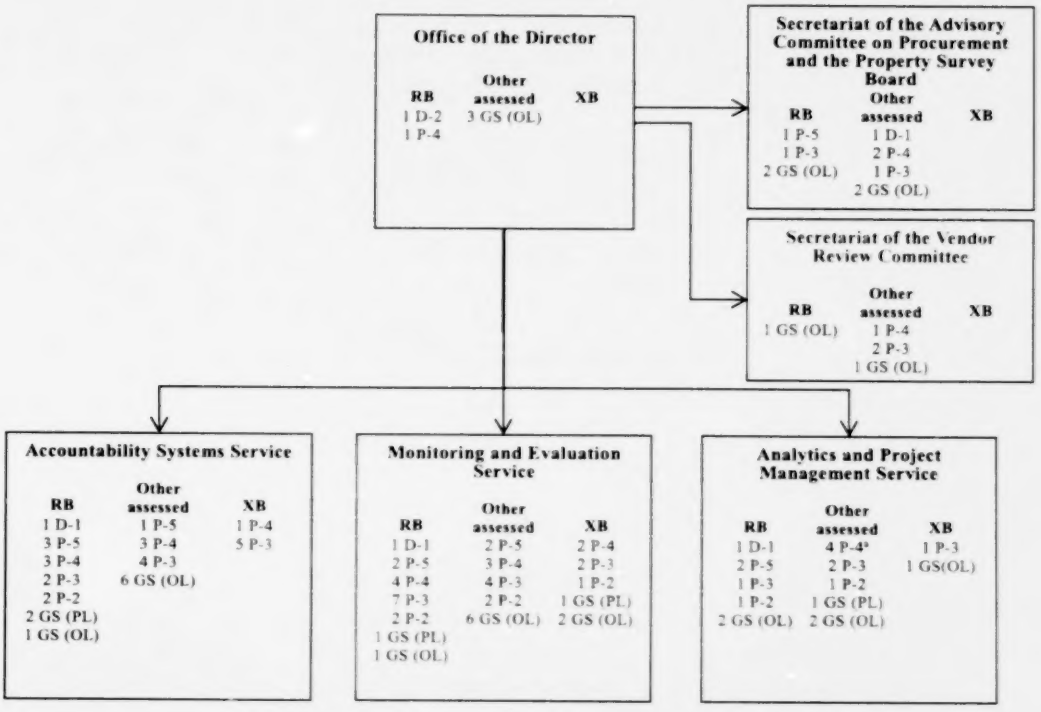
[a] In addition, 1 P-4 general temporary assistance from the support account.

Office of Human Resources



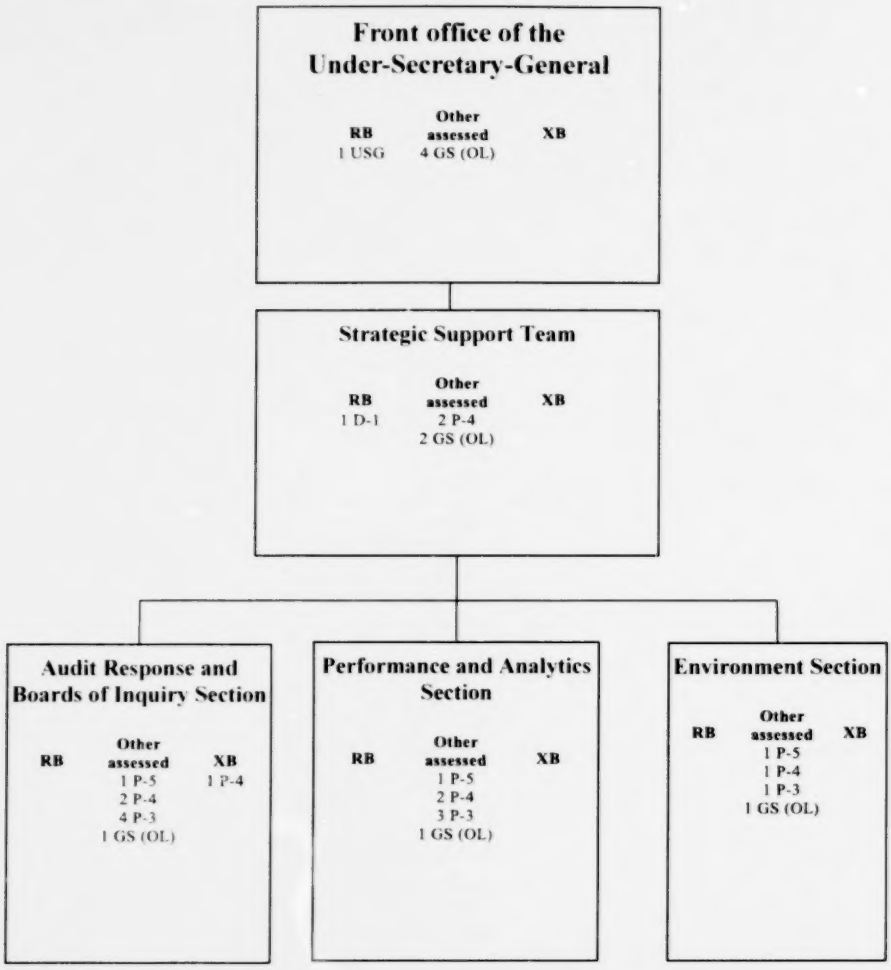
[a] In addition, 1 P-3 general temporary assistance from the support account.

Business Transformation and Accountability Division

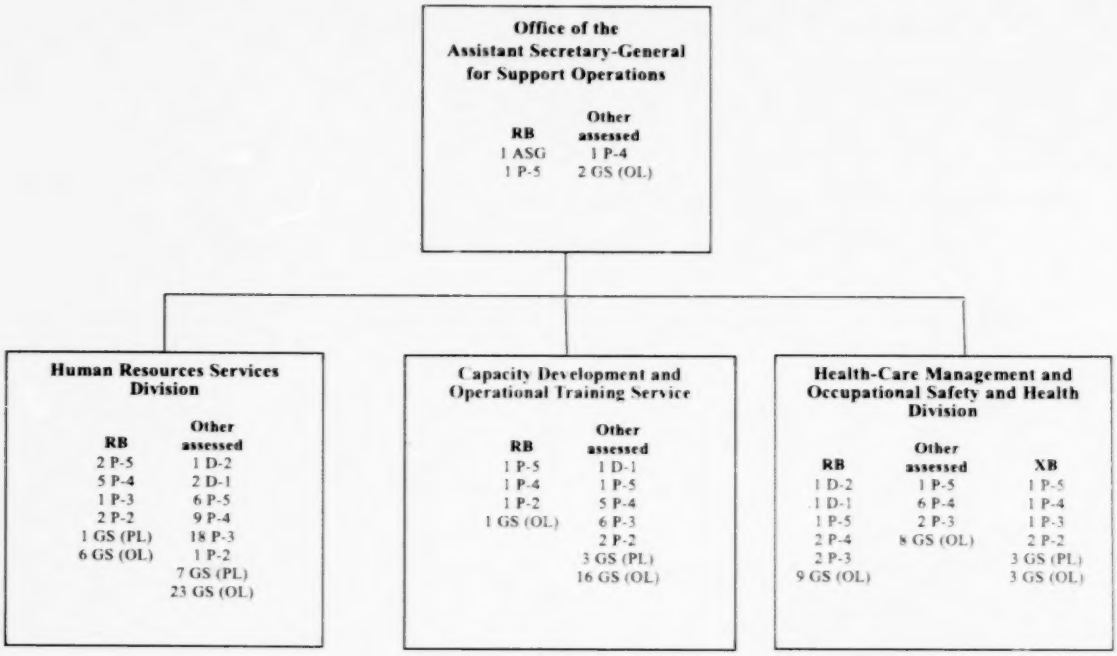


[a] In addition, 1 P-4 general temporary assistance from the support account

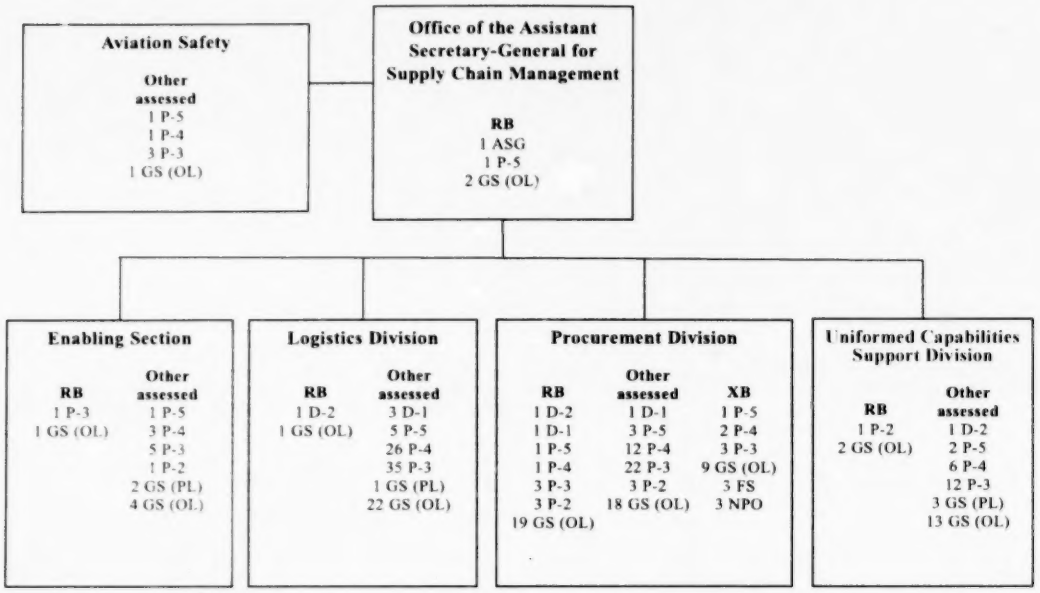
Office of the Under-Secretary-General for Operational Support



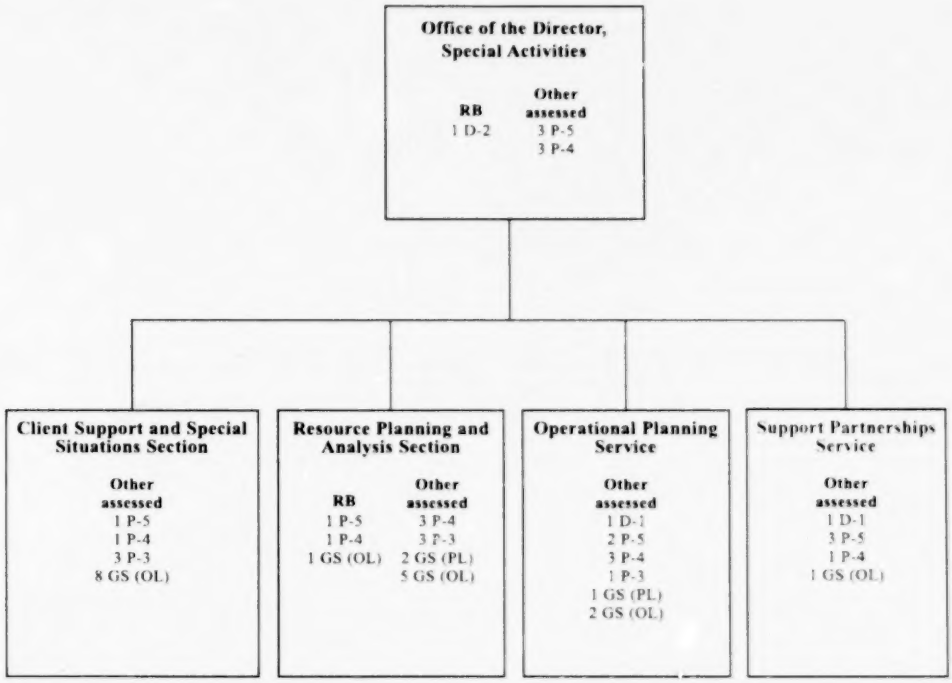
Office of Support Operations



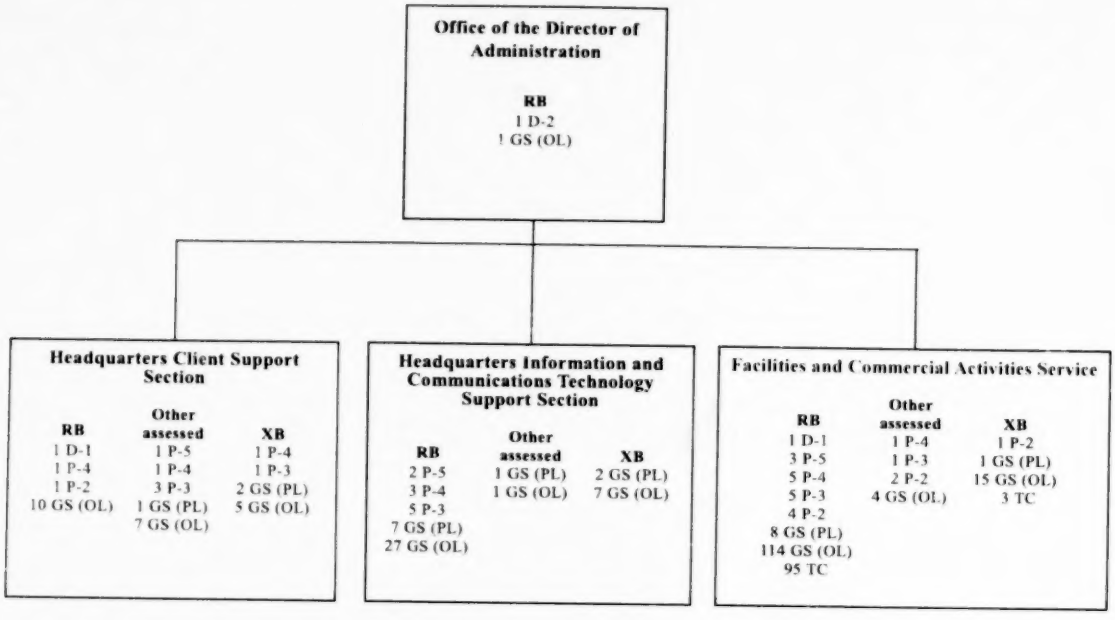
Office of Supply Chain Management



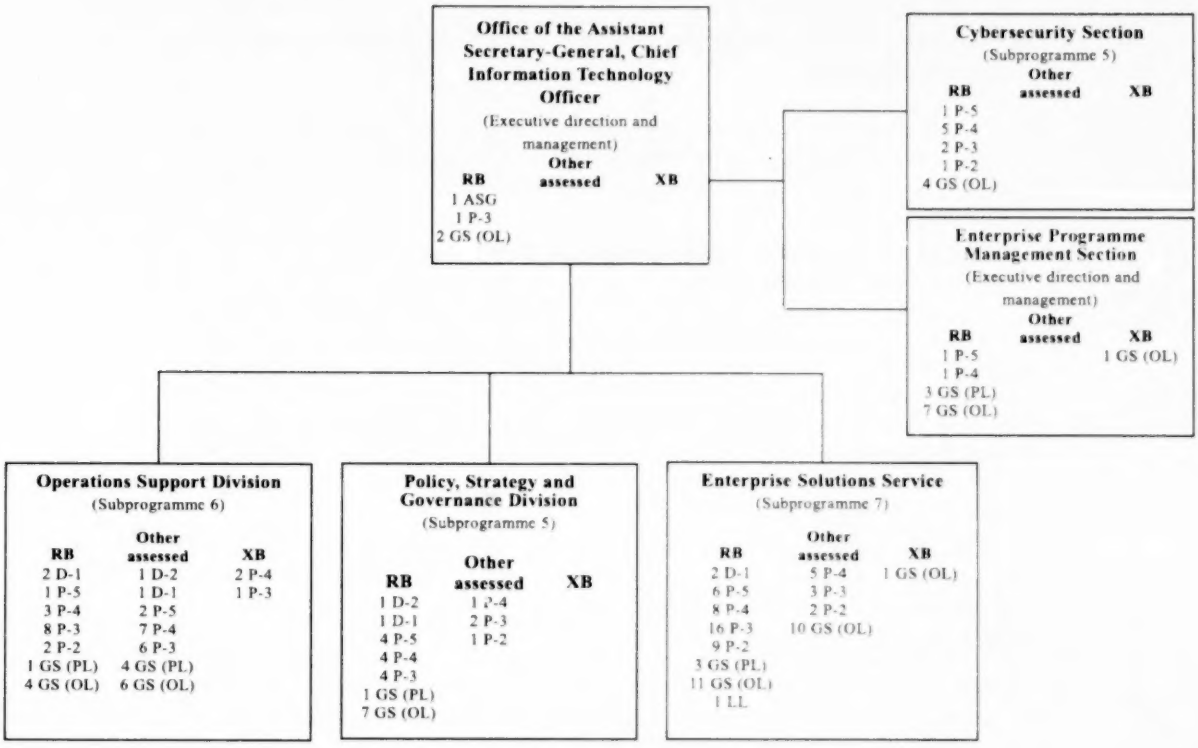
Division for Special Activities



Division of Administration, New York



Office of Information and Communications Technology


Office of the Assistant Secretary-General, Chief Information Technology Officer
(Executive direction and management)
RB: 1 ASG; 1 P-3; 2 GS (OL)
Other assessed:
XB:
Cybersecurity Section
(Subprogramme 5)
RB: 1 P-5; 5 P-4; 2 P-3; 1 P-2; 4 GS (OL)
Other assessed:
XB:
Enterprise Programme Management Section
(Executive direction and management)
RB: 1 P-5; 1 P-4; 3 GS (PL); 7 GS (OL)
Other assessed:
XB: 1 GS (OL)
Operations Support Division
(Subprogramme 6)
RB: 2 D-1; 1 P-5; 3 P-4; 8 P-3; 2 P-2; 1 GS (PL); 4 GS (OL)
Other assessed: 1 D-2; 1 D-1; 2 P-5; 7 P-4; 6 P-3; 4 GS (PL); 6 GS (OL)
XB: 2 P-4; 1 P-3
Policy, Strategy and Governance Division
(Subprogramme 5)
RB: 1 D-2; 1 D-1; 4 P-5; 4 P-4; 4 P-3; 1 GS (PL); 7 GS (OL)
Other assessed: 1 P-4; 2 P-3; 1 P-2
XB:
Enterprise Solutions Service
(Subprogramme 7)
RB: 2 D-1; 6 P-5; 8 P-4; 16 P-3; 9 P-2; 3 GS (PL); 11 GS (OL); 1 LL
Other assessed: 5 P-4; 3 P-3; 2 P-2; 10 GS (OL)
XB: 1 GS (OL)

Annex II

Responses to questions raised in A/72/7/Add.24, paragraph 39 (a) to (g)

A. Inventory of strategic, policymaking, compliance, operational and support activities

1. The inventory of activities currently performed by the Department of Field Support and the Department of Management will be provided separately to the General Assembly on account of its length and format.

B. Analysis of scalability of the proposed Department of Operational Support

2. The concept of scalability applies to all activities in the Secretariat to some degree. The resource requirements of the departments will change on the basis of the amount of support delivered to clients across the Secretariat, but the relationship between staffing and support requirements is not linear. Requirements in some functions, such as those responsible for executive direction, performance management and analytics, are largely static. For functions that are scalable, resource requirements often depend on several factors.

3. For the Department of Operational Support, the staffing of many functions, particularly those related to service delivery and capacity development, depends on the number of staff served. Certain functions, such as movement control and reimbursement claims processing, depend on the number of military contingents and formed police units deployed. Others, such as examinations and roster management, depend on a variety of factors such as the number of rosters to update and the number of applicants for generic job openings. Moreover, the level of support required by all types of entities is not consistent across the Secretariat; for example, field missions, because of their decentralized geographical distribution, sometimes in remote inaccessible areas and often under dangerous and volatile conditions, require dedicated central backstopping requirements for operational aspects that are not evidenced in the non-field environment geographical locations. Although scalability in these functions applies to all organizational units, the fact that volatility in the number of staff or client entities exists primarily in field operations means that changes in the level of staffing requirements for these functions will occur primarily as a result of changes in the number and size of field missions.

4. It must be noted, however, that the initial level of staffing proposed for the Department of Operational Support is based primarily on the number of posts available as a result of the post-neutral exercise of allocating existing resources from the Department of Field Support and the Department of Management. Whether this will continue to represent the staffing baseline for the delivery of services to entities across the Secretariat under a new decentralized paradigm will become clear only after the new structures have been in place for some time. At the same time, the level of staffing required in clients will also need to be adjusted not only to ensure that they have the level of resources required to discharge their responsibilities under the new paradigm, but also to reflect a consistent approach as to how support functions are staffed across the Secretariat.

C. Mapping of the current and envisaged delegation of authority

5. The detailed mapping of the current and envisaged delegation of authority will be provided separately to the General Assembly on account of its length and format.

D. Effect of the establishment of the two departments on the internal control regime and on the roles of the Assistant Secretary-General/Controller, the Assistant Secretary-General for Central Support Services and the Assistant Secretary-General/Chief Information Technology Officer

Assistant Secretary-General/Controller

6. The internal control system currently in place in the Office of Programme Planning, Budget and Accounts that governs the transactions that have a financial impact will evolve to recognize the new segregation of duties between the Department of Management Strategy, Policy and Compliance and the Department of Operational Support and the new structure of delegation of authority that will flow from the Secretary-General to the heads of offices. The implementation of the statement of internal control will be a self-attestation tool to monitor the effectiveness of the internal control system that exists to produce the institutional financial reports.

Assistant Secretary-General for Central Support Services

7. The post of Assistant Secretary-General for Central Support Services will no longer exist, but there will be additional roles created in the new Department of Operational Support which, if staffed properly, will strengthen the internal control regime.

Assistant Secretary-General/Chief Information Technology Officer

8. Based on the recommendations of the Board of Auditors (see A/67/651) and on the information and communications technology (ICT) strategy (A/69/517), efforts have been under way to ensure an appropriate balance of operational freedom and central control. Management reform proposes that the ICT organizations of the Department of Management and the Department of Field Support be combined to create a unified and coherent approach to ICT, which is in line with the decisions of the General Assembly and the imperative to harmonize ICT while supporting operational agility. The consolidation of ICT will strengthen control by ensuring that the control regime supports operations and that, concomitantly, operational needs on the ground inform the control regime. Through this approach, an optimal balance of control and coherence with operations can be achieved. It is envisaged that the controls will be established through a consultative process and implemented through policy, standards and architecture, thereby allowing operations to proceed, provided that they are undertaken within established parameters.

E. Assessment of the risks, benefits and costs of separating the strategic, policymaking and compliance functions

9. The proposal for two departments serving all Secretariat entities is based on the sound management principles of unity of command and purpose; clarity of roles and responsibilities; and empowered delegations of authority that are rational, holistic and decentralized as far as possible within an established risk framework, in which risk assessment is supported by analytics and individual oversight data and the exercise

of delegated authority is supported, monitored and designed so that form follows function. Strategy, policy and accountability functions will be separated from operations enabler functions. The two departments will serve all entities with dedicated support in the areas of strategy, policy and compliance, on the one hand, and operational and transactional services on the other.

10. The Department of Management Strategy, Policy and Compliance structure will provide the Secretary-General with not only global best practices in management strategy and policy but also the oversight necessary to ensure that the delegation of authority framework is functioning as it should and that the support structures are delivering the field orientation, client friendliness and agile and nimble services that the Secretary-General intends to institute.

11. The Department of Operational Support will serve as the primary client-facing department, enabling operations by providing guidance and advisory services, assistance to client entities where capacity may be weak or non-existent, capacity-building, process and enterprise system improvements, operational performance reviews to improve operational performance and support services to the entire Secretariat.

Benefits

12. In creating the two departments, the Secretary-General wishes to ensure improved service delivery, in particular with regard to the entire field architecture. Analysis conducted by the internal review team on management reform and subsequently confirmed by the work of the departments has shown that the two-department structure should be retained, albeit with a different division of responsibilities, one focused on global operations support that is counterbalanced with a dedicated function focused on governance, accountability, transparency and quality assurance.

13. Establishing the two proposed departments is expected to yield the overall benefit of ensuring fast and effective services by, wherever possible, empowering action and decision-making closer to the point of delivery, based on the rationale that front-line senior managers are better informed of the ground realities and requirements for delivery of programme outcomes and mandates than centralized management. Decentralization of management authority and responsibilities to senior managers will contribute to addressing the challenges identified in resource management that have an impact on programme and mandate delivery and enable fair and full accountability for results. Underpinning this decentralization and alignment of responsibilities and accountabilities will be strengthened, streamlined and simplified policies and procedures, clear and segregated roles and responsibilities, mainstreamed risk management that balances operational and managerial risk, and information technology and communications infrastructure and capacities that support sound decision-making and action and enable real-time and transparent business analytics and monitoring under a robust accountability framework.

14. Once the two departments are established and operational, existing duplication of effort and identified inefficiencies caused by multiple handover points are expected to liberate resources to take on the required overarching and strategic issues.

Specific benefits

15. Specific benefits of establishing the two departments include:

(a) Elimination of overlap in responsibilities between the two departments: decentralization and elimination of overlap will allow the Department of Management Strategy, Policy and Compliance to focus its resources on establishing strategies,

developing policies and establishing accountability and compliance frameworks for the Organization with effective monitoring systems. The Department of Operational Support, for its part, will be able to focus on operational support and on providing dedicated advisory services to managers in entities to ensure robust and accountable decision-making in compliance with rules and regulations;

(b) Increased efficiency and speed in decision-making at the entity level in line with immediate operational demands;

(c) Streamlined policies that will remove unnecessary complexity and introduce the clarity required to enable prompt and effective action;

(d) More flexibility in the rules and policies that will account for vastly different operational environments and tempos across the global Secretariat.

Risks

16. Greater integration, clear linkages, clearly defined roles and responsibilities and improved governance are required for the new paradigm to improve mandate delivery and enhance accountability. Also required is the strengthening or development of a robust delegation of authority framework underpinned by the required streamlined policy framework, capacity-building where necessary, business intelligence and analysis to support monitoring and quality assurance, and a risk management framework that balances operational and managerial risk. Such capacities and tools are currently lacking in the two existing departments. The two new departments will need to be carefully engineered in order to ensure that these requirements are met and reflected in their structures and working methods.

17. In this regard, in order to ensure integration and unity of effort towards meeting the goals of policy consistency, accountability and operational support effectiveness, the Executive Senior Management Committee, co-chaired by the Under-Secretaries-General for Management Strategy, Policy and Compliance and for Operational Support, will be established. Serving as a platform for interdepartmental coordination, the Committee will bring together, on a regular basis, the senior management of both departments and identify and address cross-departmental priorities and strategic issues, including those related to the efficient and effective delivery of services to clients.

18. The establishment of the Management Client Board provides a further standing mechanism to ensure that feedback from the different types of client entities across the Secretariat is systematically provided and that their particular concerns and requirements are taken into account by both departments. Where an operational need is identified, the Board will also feed policymaking processes.

Costs

19. The Secretary-General has confirmed that the management reform proposal is not intended as a cost-cutting exercise and that the implementation of the reform proposals is intended to be cost-neutral. Both departments have taken on additional work over the past years, for example the roll-out of Umoja, and have been operating on a "do more with less" approach. As a result, the scope for further reducing costs is being increasingly compromised.

F. Assessment and lessons learned from the restructuring of the Department of Peacekeeping Operations and the establishment of the Department of Field Support

20. Shortly after taking office, the former Secretary-General Ban Ki-moon sent a letter to the President of the General Assembly on sustaining the capacity of the Organization to manage and sustain peace operations (A/61/749). The letter drew attention to the fact that the existing structure in the Secretariat to support peacekeeping operations was not sufficient to meet the demand for and complexity of peacekeeping operations. The letter indicated that measures "to better align authority, responsibilities and resources ... with a view to facilitating clearer performance accountability" would lead to "better planning, faster deployment and a more responsive system of support" and "would also lead to the more effective, efficient and transparent use of resources placed by Member States at the Secretariat's disposal to implement legislative mandates".

21. In its resolution 61/279, the General Assembly endorsed most of the recommendations of the Secretary-General (see A/61/858, A/61/858/Corr.1, A/61/858/Add.1, A/61/858/Add.1/Corr.1 and A/61/858/Add.2) and established the Department of Field Support. However, more than 10 years after the restructuring of the Department of Peacekeeping Operations and the establishment of the Department of Field Support, most of the concerns that prompted the submission of the letter remain valid at present. This is why the Secretary-General proposed a shift in the management paradigm in the Secretariat and why the present comprehensive report has been submitted.

22. Two reports on the implementation of resolution 61/279 (A/62/741, A/63/702 and A/63/702/Corr.1) were submitted to the General Assembly, as were the results of an audit by the Office of Internal Oversight Services on the structure for managing and sustaining peacekeeping operations (A/63/837). However, as acknowledged by the Advisory Committee on Administrative and Budgetary Questions in 2009, insufficient time had elapsed for these efforts to have yielded a meaningful assessment of the impact of the restructuring.

23. In retrospect, there are many reasons for the promise of the restructuring not being fully met, of which three have had lasting repercussions. The first is the fact that the proposal was not fully approved; the General Assembly deferred consideration of the proposed transfer of responsibility and resources for field procurement from the Department of Management to the Department of Field Support. However, the present report provides a proposal on how to implement an integrated supply chain within one department while maintaining the necessary segregation of duties and safeguards. The present report proposes that both logistics and procurement be located within the new Office of Supply Chain Management, therefore allowing for much closer coordination between the two functions in the sourcing process and eliminating the bureaucratic delays currently experienced when processes cross departmental lines, all while maintaining the requisite segregation of duties. Further safeguards are also available through technical role mapping in Umoja, functionality that was not available when the Department of Field Support was established. This allows for a much more responsive approach to the delivery of goods and services while still protecting against waste, fraud and abuse.

24. Second, while many weaknesses were identified in the system of delegation of authority, most of the steps taken did not address the fragmentation or inconsistencies in how authority was delegated to different parts of the system. Instead, efforts taken by the Secretariat were focused on formalizing the existing process of delegation of authority, including through the promulgation of administrative issuances on the

delegation of authority under the Financial Regulations and Rules and Staff Regulations and Rules. These measures alone have not been sufficient to address certain weaknesses in the delegations, as evidenced through observations of the Board of Auditors related to delegation of procurement authority in its report for the year ended 31 December 2016 (A/72/5 (Vol. I) and A/72/5 (Vol. I) Corr.1) and delegation of authority for peacekeeping operations in its report on United Nations peacekeeping operations for the period from 1 July 2016 to 30 June 2017 (A/72/5 (Vol. II)).

25. Third, restructuring and delegation of authority are themselves necessary but not sufficient to improve the effective and accountable delivery of mandates. These processes must be accompanied by the associated overhaul of administrative policies and procedures. During an audit by the Office of Internal Oversight Services of the management structures of the Department of Peacekeeping Operations prior to the restructuring in 2007, the Department and many missions indicated that certain rules and procedures "were outdated, were too rigid and did not correspond to the current field realities in peacekeeping missions" (A/61/743, para. 30). However, no meaningful review of rules and procedures was conducted following the adoption of resolution 61/279, and the same concerns regarding the existing policy framework have been regularly raised, including in the audit by the Office of Internal Oversight Services following the restructuring (see A/63/837), by the High-level Independent Panel on Peace Operations (see A/70/95-S/2015/446) and by Member States and staff of all levels during the consultations convened in early 2017 by the internal review team on management reform.

26. The current reform initiative builds on the lessons learned from both the restructuring exercise itself and the past decade's worth of experience with delivery of services to peace operations by a dedicated support entity, the Department of Field Support. While one of the three challenges listed above is not within the ability of the Secretariat to address, the other two, namely the challenges of delegation and the overhaul of policies, are explicitly being addressed as part of the reforms. The paradigm shift towards a decentralized Secretariat, where responsibility is aligned with authority and management of resources, requires a restructuring of the Secretariat to ensure that the management architecture has dedicated capacities focusing on the objectives of improved effectiveness and enhanced accountability, which are prerequisites for direct delegation. It also requires a parallel effort to ensure that the overall policy framework is rebuilt from the ground up to facilitate the new paradigm. As indicated in the first report of the Secretary-General on management reform, a review and simplification of human resources policies and procedures will be completed in 2018, and progress will be reported to the General Assembly during the main part of its seventy-third session. Finally, strong leadership is also required to help to implement a culture shift in the Organization. The management reform can realize its full potential only if all elements are in place.

27. The proposed structure of the new management architecture also builds on best practices identified as part of the 2007 restructuring. One of the fundamental reasons for the proposal to move the Office of Mission Support out of the Department of Peacekeeping Operations and to upgrade it to a department was a concern over the problem of managerial overstretching and a recognition of the need for greater clarity of departmental roles and responsibilities. Subsequent reviews concluded that the establishment of the Department of Field Support both recognized the criticality of support issues in the success of missions and allowed the Department of Peacekeeping Operations to focus on substantive peacekeeping issues. Consequently, the proposed restructuring of the management architecture also takes into consideration concerns regarding entrusting any single department with too broad and unmanageable a span of control. It also benefits from specialization and a clear division of roles and responsibilities to prepare the Organization to meet future challenges.

Annex III

Resources proposed to be funded under the support account for peacekeeping operations for the period from 1 January to 30 June 2019

1. The present annex provides information on the impact of the reorganization on post resources, including redeployments, reassignments and reclassifications, and the associated financial resource requirements for the period from 1 January to 30 June 2019. Detailed explanations on post and non-post requirements are presented in the report of the Secretary-General on the budget for the support account for the period from 1 July 2018 to 30 June 2019.

2. The information below is presented in a format consistent with that of the main part of the present report for ease of reference and comparison.

A. Department of Management Strategy, Policy and Compliance

Overview

3. The proposed resources for the Department of Management Strategy, Policy and Compliance are presented in table 1.

Table 1
Proposed resources under the support account for peacekeeping operations
(Thousands of United States dollars)

	Requirements 1 January–30 June 2019	
	Posts	*Financial resources*
1 Office of the Under-Secretary-General	5	21 466.7
2 Office of Finance and Budget	86	6 713.2
3 Office of Human Resources	40	3 303.6
4 Business Transformation and Accountability Division	54	3 314.3
Total	**185**	**34 797.8**

4. The proposed post structure for the Department of Management Strategy, Policy and Compliance is presented in table 2.

Table 2
Proposed post structure

	Professional and higher									*General Service*			*Other*					
Budget section	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Subtotal*	*Field Service*	*National Professional Officer*	*Local level*	*Trades and Crafts*	*Subtotal*	*Total*
29A Department of Management Strategy, Policy and Compliance																		
1. Office of the Under-Secretary-General	–	–	–	–	–	2	3	–	5	–	–	–	–	–	–	–	–	5
2. Office of Finance and Budget	–	–	1	1	6	28	20	1	57	3	26	29	–	–	–	–	–	86
3. Office of Human Resources	–	–	–	1	4	16	7	3	31	–	9	9	–	–	–	–	–	40
4. Business Transformation and Accountability Division	–	–	–	1	3	13	13	3	33	1	20	21	–	–	–	–	–	54
Total	**–**	**–**	**1**	**3**	**13**	**59**	**43**	**7**	**126**	**4**	**55**	**59**	**–**	**–**	**–**	**–**	**–**	**185**

1. Office of the Under-Secretary-General

Table 3
Resources by component
(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	21 466.7	5

(a) Executive direction and management

Table 4
Resource requirements, 1 January–30 June 2019
(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	853.4	2

Table 5
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-4	1
P-3	1
Subtotal	**2**
General Service	
Principal level	–
Other level	–
Subtotal	–
Total	**2**

5. Under other assessed funding, post and non-post requirements amounting to $743,000 under the support account will provide for the following: (a) two posts (1 P-4 and 1 P-3) which were previously approved by the General Assembly in the Office of the Under-Secretary-General; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the programme for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

(b) Programme of work

6. The distribution of resources by component is reflected below.

Component 1
Enterprise resource planning project

7. The distribution of resources for component 1 is reflected in table 6.

Table 6
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	14 429.6	–

8. Other assessed funding represents the peacekeeping share of Umoja project costs under the support account.

Component 2
Secretariat of the Fifth Committee and the Committee for Programme and Coordination

9. The distribution of resources for component 2 is reflected in table 7.

Table 7
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	127.7	2

Table 8
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-4	1
P-3	1
Subtotal	**2**
General Service	
Principal level	–
Other level	–
Subtotal	**–**
Total	**2**

10. Under other assessed funding, post and non-post requirements amounting to $127,700 under the support account will provide for the following: (a) one post (1 P-3) which was previously approved by the General Assembly in the Office of the Under-Secretary-General; the post will carry out functions similar to those that were approved; (b) one post approved in the Office of the Under-Secretary-General (Finance and Budget Officer (P-3)) proposed to be reassigned as Administrative Officer (P-3); and (c) related non-post resources for the programme for the period from 1 January to 30 June 2019 as proposed under the support account budget for the 2018/19 period.

Component 3
Management evaluation component for the administration of justice

11. The distribution of resources for component 3 is reflected in table 9.

Table 9
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	44.1	1

Table 10
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-3	1
Subtotal	**1**
General Service	
Principal level	–
Other level	–
Subtotal	–
Total	**1**

12. Under other assessed funding, post and non-post requirements amounting to $44,100 under the support account will provide for the following: (a) one post (P-3) which is proposed in the Office of the Under-Secretary-General in the support account budget for the 2018/19 period as of 1 July 2018; the post will carry out functions similar to those that were proposed; and (b) related non-post resources for the programme for the period from 1 January to 30 June 2019 as proposed under the support account budget for the 2018/19 period.

(c) Programme support

13. The distribution of resources for component 3 is reflected in table 11.

Table 11
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	6 011.9	–

Table 12
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
USG	–
ASG	–
D-2	–
D-1	–

Category	*Other assessed*
P-5	–
P-4	–
P-3	–
P-2/1	–
Subtotal	–
General Service	
Principal level	–
Other level	–
Subtotal	–
Total	–

14. Under other assessed funding, non-post requirements amounting to $6,011,900 under the support account will provide for the contractual services, general operating expenditures and other expenditures for the Department of Management Strategy, Policy and Compliance posts funded under the support account and related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for peacekeeping operations for the 2018/19 period.

2. Office of Finance and Budget

Table 13
Resources by component
(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	6 713.2	86

(a) Executive direction and management

Table 14
Resource requirements, 1 January–30 June 2019
(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	70.6	1

Table 15
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
USG	–
ASG	–
D-2	–
D-1	–
P-5	–

Category	*Other assessed*
P-4	–
P-3	–
P-2/1	–
Subtotal	–
General Service	
Principal level	–
Other level	1
Subtotal	**1**
Other	
Field Service	–
National Professional Officer	–
Local level	–
Trades and Crafts	–
Subtotal	–
Total	**1**

15. Under other assessed funding, post and non-post requirements amounting to $70,600 under the support account will provide for the following: (a) one post (General Service (Other level)) which was previously approved by the General Assembly in the Office of the Assistant Secretary-General; the post will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

(b) Programme of work

16. The distribution of resources by component is reflected below.

Component 1
Finance Division

17. The distribution of resources for component 1 is reflected in table 16.

Table 16
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	335.1	37

Table 17
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-4	12
P-3	6
P-2/1	1
Subtotal	**21**
General Service	
Principal level	3
Other level	13
Subtotal	**16**
Other	
Field Service	–
National Professional Officer	–
Local level	–
Trades and Crafts	–
Subtotal	–
Total	**37**

18. Under other assessed funding, post and non-post requirements amounting to $2,982,900 under the support account will provide for the following: (a) 37 posts (2 P-5, 12 P-4, 6 P-3, 1 P-2, 3 General Service (Principal level) and 13 General Service (Other level)) which were previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 2
Field Operations Finance Division

19. The distribution of resources for component 2 is reflected in table 18.

Table 18
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	3 324.6	43

Table 19
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-2	1
D-1	1
P-5	4
P-4	14
P-3	13
Subtotal	**33**
General Service	
Principal level	–
Other level	10
Subtotal	**10**
Total	**43**

20. Under other assessed funding, post and non-post requirements amounting to $3,324,600 under the support account will provide for the following: (a) 42 posts (1 D-2, 1 D-1, 4 P-5, 14 P-4, 12 P-3, 10 General Service (Other level)) which were previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts, the Office of Central Support Services and the Logistics Support Division; the posts will carry out functions similar to those that were approved; (b) 1 post approved in the Office of Central Support Services (Procurement Officer (P-3)) proposed to be reassigned as a Property Management Officer (P-3); and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 3
Programme Planning and Budget Division

21. The distribution of resources for component 3 is reflected in table 20.

Table 20
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	2 982.9	5

Table 21
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-4	2
P-3	1
Subtotal	**3**

Category	*Other assessed*
General Service	
Principal level	–
Other level	2
Subtotal	**2**
Total	**5**

22. Under other assessed funding, post and non-post requirements amounting to $335,100 under the support account will provide for the following: (a) five posts (2 P-4, 1 P-3 and 2 General Service (Other level)) which were previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

3. Office of Human Resources

Table 22
Financial resources by component

(Thousands of United States dollars)

Other assessed	3 303.6

(a) Executive direction and management

Table 23
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
USG	–
ASG	–
D-2	–
D-1	–
P-5	–
P-4	–
P-3	–
P-2/1	–
Subtotal	–
General Service	
Principal level	–
Other level	–
Subtotal	–
Total	–

23. There are no resources proposed under other assessed funding.

(b) Programme of work

24. The distribution of resources by component is reflected below.

Component 1
Global Strategy and Policy Division

25. The distribution of resources for component 1 is reflected in table 24.

Table 24
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	1 220.9	14

Table 25
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-5	1
P-4	8
P-3	1
Subtotal	**10**
General Service	
Principal level	–
Other level	4
Subtotal	**4**
Total	**14**

26. Under other assessed funding, post and non-post requirements amounting to $1,220,900 under the support account will provide for the following: (a) 13 posts (1 P-5, 7 P-4, 1 P-3, 4 General Service (Other level)) which were previously approved by the General Assembly in the Office of Human Resources Management and the Field Personnel Division; the posts will carry out functions similar to those that were approved; (b) 1 post approved in the Office of Human Resources Management (Programme Management Officer (P-4)) proposed to be reassigned as a Human Resources Officer (P-4); and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 2
Administrative Law Division

27. The distribution of resources for component 2 is reflected in table 26.

Table 26
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	2 082.7	26

Table 27
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-1	1
P-5	3
P-4	8
P-3	6
P-2/1	3
Subtotal	**21**
General Service	
Principal level	–
Other level	5
Subtotal	**5**
Total	**26**

28. Under other assessed funding, post and non-post requirements amounting to $2,082,700 under the support account will provide for the following: (a) 26 posts (1 D-1, 3 P-5, 8 P-4, 6 P-3, 3 P-2, 5 General Service (Other level)) which were previously approved by the General Assembly in the Office of Human Resources Management and the Office of Under-Secretary-General for Field Support; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed under the support account budget for the 2018/19 period.

4. Business Transformation and Accountability Division

Table 28
Financial resources by component

(Thousands of United States dollars)

Other assessed	3 314.3

(a) Executive direction and management

Table 29
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	256.4	3

Table 30
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
USG	–
ASG	–
D-2	–
D-1	–
P-5	–
P-4	–
P-3	–
P-2/1	–
Subtotal	–
General Service	
Principal level	–
Other level	3
Subtotal	**3**
Total	**3**

29. Under other assessed funding, post and non-post requirements amounting to $256,400 under the support account will provide for the following: (a) two posts (General Service (Other level)) which were previously approved by the General Assembly in the Field Personnel Division and the Information and Communications Technology Division; the posts will carry out functions similar to those that were approved; (b) one post approved in the Field Budget and Finance Division (Finance Assistant (General Service (Other level))) proposed to be reassigned as a Programme Assistant (General Service (Other level)); and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

(b) Programme of work

Component 1
Accountability systems

30. The distribution of resources for component 1 is reflected in table 31.

Table 31
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	673.5	14

Table 32
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-5	1
P-4	3
P-3	4
Subtotal	**8**
General Service	
Principal level	–
Other level	6
Subtotal	**6**
Total	**14**

31. Under other assessed funding, post and non-post requirements amounting to $673,500 under the support account will provide for the following: (a) 3 posts (1 P-4, 1 P-3, 1 General Service (Other level)) which were previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts and the Field Budget and Finance Division; the posts will carry out functions similar to those that were approved; (b) 11 posts proposed for reassignment, as set out below; and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period:

Original office	*Original function*	*New function*
DM/OCSS	P-5 Chief of Section, Procurement	Senior Management and Programme Analyst
DM/OPPBA	P-4 Accountant	Management and Programme Analyst
DFS/FBFD	P-4 Finance Officer	Management and Programme Analyst
DFS/ICTD	P-3 Telecommunications Engineer	Management and Programme Analyst
DM/OPPBA	P-3 Accountant	Management and Programme Analyst
DFS/ICTD	P-3 Telecommunications Officer	Information Systems Officer

Original office	*Original function*	*New function*
DFS/FPD	GS (OL) Human Resources Assistant	Management and Programme Analyst
DM/OPPBA	GS (OL) Accounting Assistant	Management and Programme Analyst
DFS/FPD	GS (OL) Human Resources Assistant	Management and Programme Analyst
DFS/FBFD	GS (OL) Finance and Budget Assistant	Administrative Assistant
DFS/FPD	GS (OL) Human Resources Assistant	Management Analysis Assistant

Abbreviations: DFS, Department of Field Support; DM, Department of Management; FBFD, Field Budget and Finance Division; FPD, Field Personnel Division; GS (OL), General Service (Other level); ICTD, Information and Communications Technology Division; OCSS, Office of Central Support Services; OPPBA, Office of Programme Planning, Budget and Accounts.

Component 2
Monitoring and evaluation

32. The distribution of resources for component 2 is reflected in table 33.

Table 33
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	953.2	17

Table 34
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-5	2
P-4	3
P-3	4
P-2/1	2
Subtotal	**11**
General Service	
Principal level	–
Other level	6
Subtotal	**6**
Total	**17**

33. Under other assessed funding, post and non-post requirements amounting to $953,200 under the support account will provide for the following: (a) eight posts (3 P-4, 2 P-2, 3 General Service (Other level)) which were previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts, the Office of Central Support Services, the Office of Information and Communications Technology, the Office of the Under-Secretary-General for Field Support, the Field Budget and Finance Division and the Field Personnel Division; the posts will carry out functions similar to those that were approved; (b) nine posts proposed for reassignment as set out below; and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Original office	*Original function*	*New function*
DM/OCSS	P-5 Chief of Section, Procurement	Senior Management and Programme Analyst
DFS/OUSG	P-5 Senior Contracts Management Officer	Chief of Section, Evaluation
DFS/FBFD	P-3 Administrative Officer	Management and Programme Analyst
DM/OICT	P-3 Information Systems Officer	Management and Programme Analyst
DM/OPPBA	P-3 Accountant	Management and Programme Analyst
DM/OPPBA	P-3 Accountant	Evaluation Officer
DFS/FBFD	GS (OL) Claims Assistant	Management Analysis Assistant
DFS/FPD	GS (OL) Administrative Assistant	Management Analysis Assistant
DFS/FPD	GS (OL) Human Resources Assistant	Management Analysis Assistant

Abbreviations: DFS, Department of Field Support; DM, Department of Management; FBFD, Field Budget and Finance Division; FPD, Field Personnel Division; GS (OL), General Service (Other level); OCSS, Office of Central Support Services; OICT, Office of Information and Communications Technology; OPPBA, Office of Programme Planning, Budget and Accounts; OUSG, Office of the Under-Secretary-General.

Component 3
Analytics and project management

34. The distribution of resources for component 3 is reflected in table 35.

Table 35
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	589.7	10

Table 36
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-4	4
P-3	2
P-2/1	1
Subtotal	**7**
General Service	
Principal level	1
Other level	2
Subtotal	**3**
Total	**10**

35. Under other assessed funding, post and non-post requirements amounting to $589,700 under the support account will provide for the following: (a) four posts (1 P-4, 1 P-3, 2 General Service (Other level)) which were previously approved by the General Assembly in the Office of Programme Planning, Budget and Accounts, the Office of Information and Communications Technology, the Field Budget and Finance Division and the Field Personnel Division; the posts will carry out functions similar to those that were approved; (b) six posts proposed for reassignment, as set out below; and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Original office	*Original function*	*New function*
DM/OHRM	P-4 Human Resources Officer	Change and Project Management Officer
DFS/OUSG	P-4 Procurement Officer	Change and Project Management Officer
DM/OCSS	P-4 Administrative Officer	Management and Programme Analyst
DFS/LSD	P-3 Air Operations Officer	Management and Programme Analyst
DM/OPPBA	P-2 Associate Accountant	Associate Communications Officer
DM/OCSS	GS (PL) Senior Procurement Assistant	Senior Management Analysis Assistant

Abbreviations: DFS, Department of Field Support; DM, Department of Management; GS (PL), General Service (Principal level); LSD, Logistics Support Division; OCSS, Office of Central Support Services; OHRM, Office of Human Resources Management; OPPBA, Office of Programme Planning, Budget and Accounts; OUSG, Office of the Under-Secretary-General.

Component 4
Secretariats of the Advisory Committee on Procurement and the Property Survey Board and of the Vendor Review Committee

36. The distribution of resources for component 4 is reflected in table 37.

Table 37
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	841.5	10

Table 38
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-1	1
P-4	3
P-3	3
Subtotal	**7**
General Service	
Principal level	–
Other level	3
Subtotal	**3**
Total	**10**

37. Under other assessed funding, post and non-post requirements amounting to $841,500 under the support account will provide for the following: (a) 10 posts (1 D-1, 3 P-4, 3 P-3, 3 General Service (Other level)) which were previously approved by the General Assembly in the Office of the Under-Secretary-General for Management; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

B. Department of Operational Support

Overview

Table 39
Proposed resources

(Thousands of United States dollars)

		Requirements 1 January–30 June 2019	
		Posts	*Financial resources*
1	Office of the Under-Secretary-General	27	2 446.9
2	Office of Support Operations	121	8 688.5
3	Office of Supply Chain Management	210	15 749.9
4	Division for Special Activities	48	3 342.9
5	Division of Administration, New York	23	12 831.4
	Total	**429**	**43 059.6**

Table 40
Proposed post structure

	Professional and higher									*General Service*			*Other*					
Budget section	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Subtotal*	*Field service*	*National Officer*	*Local level*	*Trade and Crafts*	*Subtotal*	*Total*
29B Department of Operational Support																		
1 Office of the Under-Secretary-General	–	–	–	–	3	7	8	–	18	–	9	9	–	–	–	–	–	27
2 Office of Support Operations	–	–	1	3	8	21	26	3	62	10	49	59	–	–	–	–	–	121
3 Office of Supply Chain Management	–	–	1	4	12	48	77	4	146	6	58	64	–	–	–	–	–	210
4 Division for Special Activities	–	–	–	2	9	11	7	–	29	3	16	19	–	–	–	–	–	48
5 Division of Administration, New York	–	–	–	–	1	2	4	2	9	2	12	14	–	–	–	–	–	23
Total			**2**	**9**	**33**	**89**	**122**	**9**	**264**	**21**	**144**	**165**	–	–	–	–	–	**429**

1. Office of the Under-Secretary-General

(a) Executive direction and management

Table 41
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	2 446.9	27

Table 42
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-5	3
P-4	7
P-3	8
Subtotal	**18**
General Service	
Principal level	–
Other level	9
Subtotal	**9**
Total	**27**

38. Under other assessed funding, post and non-post requirements amounting to $2,446,900 under the support account will provide for the following: (a) 27 posts (3 P-5, 7 P-4, 8 P-3, 9 General Service (Other level)) which were previously approved by the General Assembly in the Office of the Under-Secretary-General for Field Support and the Field Personnel Division; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

2. Office of Support Operations

Table 43
Financial resources by component

(Thousands of United States dollars)

	2018/19 revised estimate
Other assessed	8 688.5

(a) Executive direction and management

Table 44
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Resources	*Posts*
Other assessed	168.5	3

Table 45
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-4	1
Subtotal	**1**
General Service	
Principal level	–
Other level	2
Subtotal	**2**
Total	**3**

39. Under other assessed funding, post and non-post requirements amounting to $168,500 under the support account will provide for the following: (a) three posts (1 P-4, 2 General Service (Other level)) which were previously approved by the General Assembly in the Office of the Under-Secretary-General for Field Support; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

(b) Programme of work

Component 1
Human Resources Services Division

40. The distribution of resources for component 1 is reflected in table 46.

Table 46
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	5 211.6	67

Table 47
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-2	1
D-1	2
P-5	6
P-4	9
P-3	18
P-2/1	1
Subtotal	**37**
General Service	
Principal level	7
Other level	23
Subtotal	**30**
Total	**67**

41. Under other assessed funding, post and non-post requirements amounting to $5,211,600 under the support account will provide for the following: (a) 64 posts (1 D-2, 2 D-1, 6 P-5, 8 P-4, 18 P-3, 1 P-2, 5 General Service (Principal level), 23 General Service (Other level)) which were previously approved by the General Assembly in the Office of Human Resources Management and the Field Personnel Division; the posts will carry out functions similar to those that were approved; (b) 3 posts proposed for reassignment, as set out below; and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Original office	*Original function*	*New function*
DM/OCSS	P-4 Information Systems Officer	Human Resources Officer
DM/OICT	GS (PL) Senior Telecommunications Assistant	Senior Human Resources Assistant
DM/OICT	GS (PL) Senior Telecommunications Assistant	Senior Human Resources Assistant

Abbreviations: DM, Department of Management; GS (PL), General Service (Principal level); OICT, Office of Information and Communications Technology; OCSS, Office of Central Support Services.

Component 2
Capacity Development and Operational Training Service

42. The distribution of resources for component 2 is reflected in table 48.

Table 48
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	2 036.9	34

Table 49
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-1	1
P-5	1
P-4	5
P-3	6
P-2/1	2
Subtotal	**15**
General Service	
Principal level	3
Other level	16
Subtotal	**19**
Total	**34**

43. Under other assessed funding, post and non-post requirements amounting to $2,036,900 under the support account will provide for the following: (a) 33 posts (1 D-1, 1 P-5, 5 P-4, 6 P-3, 2 P-2, 3 General Service (Principal level), 15 General Service (Other level)) which were previously approved by the General Assembly in the Office of Human Resources Management, the Field Personnel Division, the Field Budget and Finance Division and the Policy, Evaluation and Training Division; the posts will carry out functions similar to those that were approved; (b) 1 post approved in the Field Personnel Division (Administrative Assistant (General Service (Other level))) proposed to be reassigned as a Human Resources Assistant (General Service (Other level)); and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 3
Health-Care Management and Occupational Safety and Health Division

44. The distribution of resources for component 3 is reflected in table 50.

Table 50
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	1 271.5	17

Table 51
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-5	1
P-4	6
P-3	2
Subtotal	**9**
General Service	
Principal level	–
Other level	8
Subtotal	**8**
Total	**17**

45. Under other assessed funding, post and non-post requirements amounting to $1,271,500 under the support account will provide for the following: (a) 17 posts (1 P-5, 6 P-4, 2 P-3, 8 General Service (Other level)) which were previously approved by the General Assembly in the Office of Human Resources Management, the Office of the Chief of Staff, the Logistics Support Division and the Policy, Evaluation and Training Division; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

3. Office of Supply Chain Management

Table 52
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	486.7	6

Table 53
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-5	1
P-4	1
P-3	3
Subtotal	**5**
General Service	
Principal level	–

Category	*Other assessed*
Other level	1
Subtotal	**1**
Total	**6**

46. Under other assessed funding, post and non-post requirements amounting to $486,700 under the support account will provide for the following: (a) six posts (1 P-5, 1 P-4, 3 P-3, 1 General Service (Other level)) which were previously approved by the General Assembly in the Logistics Support Division; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

(b) Programme of work

47. The distribution of resources by component is reflected below.

Component 1
Enabling Section

48. The distribution of resources for component 1 is reflected in table 54.

Table 54
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	1 160.6	16

Table 55
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-5	1
P-4	3
P-3	5
P-2/1	1
Subtotal	**10**
General Service	
Principal level	2
Other level	4
Subtotal	**6**
Total	**16**

49. Under other assessed funding, post and non-post requirements amounting to $1,160,600 under the support account will provide for the following: (a) 16 posts (1 P-5, 3 P-4, 5 P-3, 1 P-2, 2 General Service (Principal level), 4 General Service

(Other level)) which were previously approved by the General Assembly in the Office of Central Support Services and the Logistics Support Division; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 2
Logistics Division

50. The distribution of resources for component 2 is reflected in table 56.

Table 56
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	7 123.8	92

Table 57
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-1	3
P-5	5
P-4	26
P-3	35
P-2/1	–
Subtotal	**69**
General Service	
Principal level	1
Other level	22
Subtotal	**23**
Total	**92**

51. Under other assessed funding, post and non-post requirements amounting to $7,123,800 under the support account will provide for the following: (a) 92 posts (3 D-1, 5 P-5, 26 P-4, 35 P-3, 1 General Service (Principal level), 22 General Service (Other level)) which were previously approved by the General Assembly in the Logistics Support Division; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 3
Procurement Division

52. The distribution of resources for component 3 is reflected in table 58.

Table 58
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	4 509.7	59

Table 59
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-1	1
P-5	3
P-4	12
P-3	22
P-2/1	3
Subtotal	**41**
General Service	
Principal level	–
Other level	18
Subtotal	**18**
Total	**59**

53. Under other assessed funding, post and non-post requirements amounting to $4,509,700 under the support account will provide for the following: (a) 59 posts (1 D-1, 3 P-5, 12 P-4, 22 P-3, 3 P-2, 18 General Service (Other level)) which were previously approved by the General Assembly in the Office of Central Support Services; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 4
Uniformed Capabilities Support Division

54. The distribution of resources for component 4 is reflected in table 60.

Table 60
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	2 469.1	37

Table 61
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-2	1
P-5	2
P-4	6
P-3	12
Subtotal	**21**
General Service	
Principal level	3
Other level	13
Subtotal	**16**
Total	**37**

55. Under other assessed funding, post and non-post requirements amounting to $2,469,100 under the support account will provide for the following: (a) 37 posts (1 D-2, 2 P-5, 6 P-4, 12 P-3, 3 General Service (Principal level), 13 General Service (Other level)) which were previously approved by the General Assembly in the Field Budget and Finance Division, the Logistics Support Division and the Office of Programme Planning, Budget and Accounts; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

4. Division for Special Activities

(a) Executive direction and management

Table 62
Financial resources by component

(Thousands of United States dollars)

	Requirements 1 January–30 June 2019
Other assessed	3 342.9

Table 63
Resource requirements, 1 January–30 June 2019

	Financial resources	*Posts*
Other assessed	506.0	6

Table 64
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-5	3
P-4	3
Subtotal	**6**
General Service	
Principal level	–
Other level	–
Subtotal	–
Total	**6**

56. Under other assessed funding, post and non-post requirements amounting to $506,000 under the support account will provide for the following: (a) four posts (3 P-5, 1 P-4) which were previously approved by the General Assembly in the Office of the Under-Secretary-General for Field Support; (b) two posts proposed for downward reclassification from P-5 to P-4 in the same office; the posts will carry out functions similar to those that were approved; and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

(b) Programme of work

Component 1
Resource Planning and Analysis Section

57. The distribution of resources for component 1 is reflected in table 65.

Table 65
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	796.8	13

Table 66
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-4	3
P-3	3
Subtotal	**6**
General Service	
Principal level	2

Category	*Other assessed*
Other level	5
Subtotal	**7**
Total	**13**

58. Under other assessed funding, post and non-post requirements amounting to $796,800 under the support account will provide for the following: (a) 13 posts (3 P-4, 3 P-3, 2 General Service (Principal level), 5 General Service (Other level)) which were previously approved by the General Assembly in the Field Budget and Finance Division; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 2
Client Support and Special Situations Section

59. The distribution of resources for component 2 is reflected in table 67.

Table 67
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	736.9	13

Table 68
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-5	1
P-4	1
P-3	3
P-2/1	
Subtotal	**5**
General Service	
Principal level	
Other level	8
Subtotal	**8**
Total	**13**

60. Under other assessed funding, post and non-post requirements amounting to $736,900 under the support account will provide for the following: (a) 13 posts (1 P-5, 1 P-4, 3 P-3, 8 General Service (Other level)) which were previously approved by the General Assembly in the Field Personnel Division; and (b) related non-post resources

for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 3
Operational Planning Service

61. The distribution of resources for component 3 is reflected in table 69.

Table 69
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	782.3	10

Table 70
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-1	1
P-5	2
P-4	3
P-3	1
Subtotal	**7**
General Service	
Principal level	1
Other level	2
Subtotal	**3**
Total	**10**

62. Under other assessed funding, post and non-post requirements amounting to $782,300 under the support account will provide for the following: (a) nine posts (1 D-1, 2 P-5, 3 P-4, 1 General Service (Principal level), 2 General Service (Other level)) which were previously approved by the General Assembly in the Office of the Under-Secretary-General for Field Support and the Field Personnel Division; (b) one post approved in the Field Personnel Division (Human Resources Officer (P-3)) proposed to be reassigned as a Programme and Planning Officer (P-3); and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 4
Support Partnerships Service

63. The distribution of resources for component 4 is reflected in table 71.

Table 71
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	520.9	6

Table 72
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-1	1
P-5	3
P-4	1
Subtotal	**5**
General Service	
Principal level	
Other level	1
Subtotal	**1**
Total	**6**

64. Under other assessed funding, post and non-post requirements amounting to $520,900 under the support account will provide for the following: (a) five posts (1 D-1, 2 P-5, 1 P-4, 1 General Service (Other level)) which were previously approved by the General Assembly in the Office of Under-Secretary-General for Field Support and the Field Budget and Finance Division; (b) one post approved in the Office of the Under-Secretary-General for Field Support (Senior Administrative Officer (P-5)) proposed to be reassigned as a Senior Programme Officer (P-5); and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

5. Division of Administration, New York

Table 73
Financial resources by component

(Thousands of United States dollars)

	Requirements 1 January–30 June 2019
Other assessed	12 831.4

(a) Executive direction and management

Table 74
Resource requirements, 1 January–30 June 2019
(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	–	–

65. No resources are proposed under other assessed funding.

(b) Programme of work

66. The distribution of resources by component is reflected below.

Component 1
Headquarters client support

67. The distribution of resources for component 1 is reflected in table 75.

Table 75
Resource requirements, 1 January–30 June 2019
(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	815.0	13

Table 76
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-5	1
P-4	1
P-3	3
Subtotal	**5**
General Service	
Principal level	1
Other level	7
Subtotal	**8**
Total	**13**

68. Under other assessed funding, post and non-post requirements amounting to $815,000 under the support account will provide for the following: (a) 13 posts (1 P-5, 1 P-4, 3 P-3, 1 General Service (Principal level), 7 General Service (Other level)) which were previously approved by the General Assembly in the Office of the Chief of Staff, the Field Personnel Division and the Office of Human Resources Management; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to

30 June 2019 as proposed in the budget for the support account budget for the 2018/19 period.

Component 2
Information and communications technology

69. The distribution of resources for component 2 is reflected in table 77.

Table 77
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	275.4	2

Table 78
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
USG	–
ASG	–
D-2	–
D-1	–
P-5	–
P-4	–
P-3	–
P-2/1	–
Subtotal	–
General Service	
Principal level	1
Other level	1
Subtotal	**2**
Total	**2**

70. Under other assessed funding, post and non-post requirements amounting to $275,400 under the support account will provide for the following: (a) two posts (1 General Service (Principal level), 1 General Service (Other level)) which were previously approved by the General Assembly in the Office of Information and Communications Technology; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Component 3
Facilities and commercial activities

71. The distribution of resources for component 3 is reflected in table 79.

Table 79
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	11 741.0	8

Table 80
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-4	1
P-3	1
P-2/1	2
Subtotal	**4**
General Service	
Principal level	–
Other level	4
Subtotal	**4**
Total	**8**

72. Under other assessed funding, post and non-post requirements amounting to $11,325,300 under the support account will provide for the following: (a) five posts (1 P-4, 4 General Service (Other level)) which were previously approved by the General Assembly in the Office of Central Support Services; the posts will carry out functions similar to those that were approved; (b) related non-post resources and travel of staff; and (c) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

C. Office of Information and Communications Technology

Table 81
Financial resources by component

(Thousands of United States dollars)

	Requirements 1 January–30 June 2019
Other assessed	8 463.8

(a) Executive direction and management

73. No resources are proposed under other assessed funding.

(b) Programme of work

Subprogramme 5
Information and communications technology policy, strategy and governance

74. The distribution of resources for subprogramme 5 is reflected in table 82.

Table 82
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	309.6	4

Table 83
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-4	1
P-3	2
P-2/1	1
Subtotal	**4**
General Service	–
Principal level	–
Other level	–
Subtotal	–
Total	**4**

75. Under other assessed funding, post and non-post requirements amounting to $309,600 under the support account will provide for the following: (a) four posts (1 P-4, 2 P-3, 1 P-2) which were previously approved by the General Assembly in the Office of Information and Communications Technology; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 201 as proposed in the budget for the support account for the 2018/19 period.

Subprogramme 6
Information and communications technology operations

76. The distribution of resources for subprogramme 6 is reflected in table 84.

Table 84
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	4 826.3	27

Table 85
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
D-2	1
D-1	1
P-5	2
P-4	7
P-3	6
P-2/1	–
Subtotal	**17**
General Service	
Principal level	4
Other level	6
Subtotal	**10**
Total	**27**

77. Under other assessed funding, post and non-post requirements amounting to $4,826,300 under the support account will provide for the following: (a) 27 posts (1 D-2, 1 D-1, 2 P-5, 7 P-4, 6 P-3, 4 General Service (Principal level), 6 General Service (Other level)) which were previously approved by the General Assembly in the Information and Communications Technology Division and the Office of Information and Communications Technology; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the budget for the support account for the 2018/19 period.

Subprogramme 7
Enterprise solutions

78. The distribution of resources for subprogramme 7 is reflected in table 86.

Table 86
Resource requirements, 1 January–30 June 2019

(Thousands of United States dollars)

	Financial resources	*Posts*
Other assessed	3 327.9	20

Table 87
Post resources: proposed structure

Category	*Other assessed*
Professional and higher	
P-4	5
P-3	3

Category	*Other assessed*
P-2/1	2
Subtotal	**10**
General Service	
Principal level	–
Other level	10
Subtotal	**10**
Total	**20**

79. Under other assessed funding, post and non-post requirements amounting to $3,327,900 under the support account will provide for the following: (a) 20 posts (5 P-4, 3 P-3, 2 P-2, 10 General Service (Other level)) which were previously approved by the General Assembly in the Information and Communications Technology Division and the Office of Information and Communications Technology; the posts will carry out functions similar to those that were approved; and (b) related non-post resources for the component for the period from 1 January to 30 June 2019 as proposed in the support account budget for the 2018/19 period.